



Operations

***OPERATION PLAN AND CONCEPT PLAN
DEVELOPMENT AND IMPLEMENTATION***

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This manual implements AFPD 10-4, *Operations Planning*. It provides guidance on Air Force-unique planning aspects not addressed in Joint Operation Planning and Execution System (JOPES) documents and complements JOPES guidance for Air Force planners at all levels. It is not intended to replace or supersede joint guidance published in JOPES documents. If there is a conflict between this manual and joint guidance, comply with joint guidance and notify HQ USAF/XOO of the conflict. HQ USAF/XOO will resolve the conflict and publish new guidance, if required. If there is a conflict between this manual and guidance from the supported command, the Air Force component command staffs must attempt to resolve the conflict with the supported command staff. In questions of plan format, Air Force planners are expected to conform to the supported unified command format. When time permits, conflicts should be reported to HQ USAF/XOO for resolution. Users of this manual should familiarize themselves with the referenced Department of Defense (DOD) guidance. See the attachment for a glossary of abbreviations, acronyms, and terms. Send comments and recommendations for changes to this manual on AF Form 847, *Recommendation for Change of Publication*, through channels, to HQ USAF/XOOW, 1480 Air Force Pentagon, Washington, DC 20330-1480.

SUMMARY OF REVISIONS

This document is substantially revised and must be completely reviewed.

This revision is a significant change resulting in the splitting of the original manual into two volumes and incorporating new terminology and concepts used in operational, concept, and functional plan development. This volume includes all the planning and functional guidance of the original manual. Volume II contains the plan formats which were previously contained in attachments to this manual. Most chapters have been changed to some degree. Major changes include: incorporation of support force sourcing procedures in **Chapter 2**; a complete rewriting of the Manpower and Equipment Force Packaging System chapter (**Chapter 6**); expansion of the guidance to Functional Area Managers and inclusion of Air Staff and MAJCOM FAM checklists (**Chapter 9**); consolidation of the C4, Information Management, and Postal Planning chapters into one chapter (**Chapter 23**); and addition of Life Support Planning (**Chapter 32**). These changes have been made to more closely align AFMAN 10-401 with JOPES Volumes I and II.

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Chapter 1

BASIC PLANNING AND RESOURCE ALLOCATION PROCESSES

Section 1A—Introduction

1.1. The Planning Process. This section provides an overview of the joint planning process and the interrelationships of the associated national level systems that produce national security policy, military strategy, force and sustainment requirements, and plans. The four major interrelated systems affecting the development of joint operational plans are the National Security Council System (NSCS), the Joint Strategic Planning System (JSPS), the Planning, Programming, and Budgeting System (PPBS), and the Joint Operation Planning and Execution System (JOPES). To provide Air Force decision makers with information to support these processes and systems, we quantify and document wartime deployment and in-place requirements for the CINCs and the Air Force, and compare them to available resources.

Section 1B—Planning

1.2. Joint Planning. Joint planning is a coordinated process used by commanders, decision makers, and supporting staffs to determine the best method of accomplishing assigned tasks and missions. Actual or exercise planning is conducted under peacetime or wartime environments. Joint planning is conducted under JOPES, but has its origins in and is related to the NSCS, JSPS, and PPBS.

1.3. National Security Council System (NSCS). The National Security Council (NSC), established by the National Security Act of 1947, is the principal forum for deliberation of national security policy issues requiring Presidential decision. The NSCS provides the framework for establishing national strategy and policy objectives, developing policy options, considering problems requiring interdepartmental consideration, developing recommendations for the President, and monitoring policy implementation. The NSCS provides the institutional channels through which the Chairman of the Joint Chiefs of Staff (CJCS) discharges a substantial part of his statutory responsibilities as the principal military advisor to the President, NSC, and Secretary of Defense (SECDEF). The CJCS regularly attends NSC meetings and presents the views, including dissenting and minority views, of the Joint Chiefs of Staff (JCS). The NSCS generates Presidential Decision Directives (PDD), which are NSC documents established to inform US Government departments of Presidential action. NSCS policy decisions provide the basis for military planning and programming.

1.4. Joint Strategic Planning System (JSPS). CJCSI 3100.01, Joint Strategic Planning System provides joint policy and guidance on, and describes the responsibilities and functions of, the Joint Strategic Planning System (JSPS). The JSPS is the primary formal means by which the Chairman of the Joint Chiefs of Staff, in consultation with the other members of the Joint Chiefs of Staff (JCS) and the CINCs, carries out planning and policy responsibilities within the DoD.

1.4.1. These responsibilities include:

1.4.1.1. Providing advice and assistance to the President and Secretary of Defense as to the strategic direction of the Armed Forces and the preparation of policy guidance.

1.4.1.2. Preparing military strategy, strategic plans, and strategic assessments.

1.4.1.3. Providing advice to the Secretary of Defense on the effect that critical force capability deficiencies and strengths will have on accomplishing national security objectives, implementing policy, and executing strategic plans.

1.4.1.4. Providing advice on program recommendations and budget proposals to conform with priorities established for the CINCs and in strategic plans.

1.4.2. Joint Strategy Review (JSR). The JSPS provides the means for the Chairman, in consultation with the other members of the Joint Chiefs of Staff and CINCs, to systematically review the national security environment and US national security objectives, evaluate risks and threats, assess current strategy and existing or proposed programs and budgets, and propose military strategy, forces, and programs necessary to achieve our national security objectives in a resource-limited environment. The JSR is the principal mechanism for this study. During the JSR process, a series of papers and briefings (intermediate products) are developed by the Joint Staff, staffed with the Services and unified commands, and presented to the CJCS and the other members of the JCS.

1.4.3. Chairman's Guidance (CG). The final product of the JSR is the Chairmans Guidance. The CG provides a common set of assumptions, priorities, intent, and critical planning factors required in the development of future strategies and plans. Chairman's guidance may not be promulgated as a separate document, but rather as an integral part of the strategy development process. The CG serves as a bridge between the initial assessments and views developed during the JSR process and the specific process that builds the NMS. The CG is structured specifically to give CJCS top-down guidance to support preparation of military strategy, the strategy and force options, and force recommendations in the NMS.

1.4.4. National Military Strategy (NMS). The NMS is one of the vehicles by which the Chairman, in consultation with the other members of the Joint Chiefs of Staff and the combatant commanders, fulfills the obligation of providing strategic direction for the Armed Forces. Deriving overall security policy guidance from the President's National Security Strategy (NSS), the NMS defines the national military objectives, establishes the strategy to accomplish these objectives, and addresses the military capabilities required to execute the strategy. The NMS describes the strategic landscape and includes a discussion of the potential threats and risks. It also provides strategic direction for the development of the JSCP and the Joint Planning Document (JPD) chapters.

1.4.5. Chairman's Program Recommendation (CPR) and Chairman's Program Assessment. The CPR and the CPA form the basis for fulfilling the Chairman's program and budget advisory responsibilities to the Secretary of Defense. Designed to offer the Chairman's personal viewpoint, the CPR and CPA are supported by both deliberate planning process and the Joint Warfighting Capabilities Assessment (JWCA) process, but are produced and delivered separately from the PPBS and JSPS documents. The CPR articulates issues the Chairman deems critical for the Secretary of Defense to consider when identifying priorities and performance goals in the DPG. The CPA is the CJCS's assessment of the composite POM. It summarizes the views of the Chairman on the balance and capabilities of the POM force and the support levels to attain US national security objectives.

1.4.6. Joint Strategic Capabilities Plan. While functionally a result of the deliberate planning process, the JSCP is a formal part of the JSPS. It contains guidance to the commanders of unified commands and the Service Chiefs concerning military tasks assigned to them. The JSCP is more fully described in **Section 1D** below on deliberate planning (paragraph 1.8.).

Section 1C—Programming and Budgeting

1.5. Overview. Programming translates strategy and force requirements, developed by the military in the NMS, into a time-phased program to procure forces with available resources. The central purpose of this complex process is to produce the annual DOD budget. In January, the President approves and sends to OSD and the Services, Fiscal Forecasts and Guidance (FF&G) developed by the Office of Management and Budget (OMB). The Services use this information about the value of a dollar and forecast availability to determine purchasing limitations. Detailed information on the Planning, Programming and Budgeting System can be found in the *PPBS Primer*, published by AF/XPP.

1.6. Planning, Programming, and Budgeting System. The PPBS is the third major system related to the overall joint planning and execution process. PPBS is an on-going process which enables senior leadership to assess alternative ways to achieve the best mix of forces, equipment, and support attainable within fiscal constraints. This DOD resource management system is concerned with allocating resources (forces, equipment, and support) to meet the warfighting needs of the CINCs. PPBS translates strategy and force requirements developed by the military in the NMS into budgetary requirements presented to Congress (see **Figure 1.1.**).

1.6.1. Defense Planning Guidance. The DPG is generally considered the link between planning and programming which gives the official planning guidance to the military departments for developing their POMs. The DPG provides the SECDEF's fiscally-constrained guidance on policy, strategy, force planning, and resource planning for all DOD organizations. All DOD players contribute to DPG development. The Air Force has two channels for input into the DPG; directly to OSD, and through the JS. The DPG is the yard stick for making programming and budgeting decisions. The Services develop their program proposals in accordance with the DPG while OSD and the Joint Staff use it as the baseline for program review.

1.6.2. Air Force Planning Process. Air Force planning is the first step in the PPBS. The Air Force Planning Guidance (AFPG) is published primarily to give direction to planners. It is signed by the SECAF and CSAF and published during even years. Inputs include analyses of the geopolitical future and technological trends, as well as the most recent guidance from OSD and the JS. The AFPG takes direction from the SECAF and CSAF to list the most serious strategic planning questions facing the Air Force in the planning period. AFPG tasks the appropriate AF organization to study these questions and develop options/alternative courses of action. The study reports are due in the winter or early spring of odd years.

1.6.3. Program Objective Memorandums. Each Military Department and Defense Agency biennially prepares and submits its POM to the SECDEF. The POM identifies total program requirements for the next six years and includes rationale for planned changes to the Future Year Defense Plan (FYDP) baseline. It is based on the DPG's strategic concepts and guidance and includes an assessment of the risk associated with the current and proposed forces and support program. A key objective of POM development is to provide requisite capabilities and meet critical needs within a balanced program weighted by mission area needs.

1.6.4. Program Review. Program review starts after POM transmittal to OSD. Objectives of the review include determining Service compliance with the DPG and developing more cost-effective alternatives to the Service proposed programs.

1.6.5. Issues. The OSD staff prepares a set of potential issues, i.e., alternatives to some of the programs included in the POMs. Other potential issues are prepared by the CINCs and OMB. All potential issues are examined by the Program Review Group, which agrees on a set of candidate issues to be considered by the Defense Planning and Resources Board (DPRB). The DPRB makes the final selection from the list of candidates, and the OSD staff begins to prepare individual papers summarizing each selected issue. The Services and OMB help to formulate the issue papers, and the JS and CINCs also supply inputs.

1.6.6. Program Decision Memorandums (PDM). The DPRB has many meetings over a 2 to 3 week period to resolve the issues. The CINCs are invited when their issues are under consideration. The Service Chiefs and the Vice Chairman of the JCS (VCJCS) attend DPRB meetings. Each issue paper is the subject of a two-to-three-hour meeting, after which the DPRB reaches a tentative decision. After all the issues have been reviewed individually, a wrap-up meeting is held to evaluate the total effect of the tentative decisions on the program. Open issues are resolved, and final decisions are reached and recorded in PDMs around the beginning of August.

1.6.7. Budget Estimate Submission (BES). Each of the military departments and defense agencies forwards its BES to the Department of Defense Comptroller. The BES is traditionally due in September. It includes the prior year, current year, budget year, and budget year plus one (more for authorized programs) data per the Budget Guidance Manual and supplementary memorandums. Budget Estimates are prepared and submitted based on the approved program as well as current economic assumptions contained either in the PDMs or in detailed budget guidance issued each year. On receipt of the submission, the Comptroller's program and budget office begins the joint OSD and OMB hearings to review the submission. These hearings, jointly conducted by OSD and OMB representatives, are attended by appropriate members of the Joint Staff and OSD staffs. The military departments make presentations concerning their submissions and respond to questions. The DPRB meets when appropriate.

1.6.8. Program Budget Decisions (PBDs). The hearings are conducted to obtain additional information needed to draft PBDs. The entire budget is reviewed to ensure the requests are properly priced, program schedules are appropriate, and estimates are in line with the objectives of the SECDEF. Approval of the estimates for inclusion in the President's Budget is documented by PBDs. These decisions evaluate, adjust, and approve all resources in the budget request. Although the responsible budget analyst has the lead in developing the PBD, other OSD staff personnel furnish appropriate recommendations and support. When each individual PBD is written, it is coordinated with OMB and the Under Secretaries and Assistant Secretaries of Defense. Draft PBDs are provided to the Services for comment. In the Air Force, these drafts are reviewed by the Budget Review Group (BRG), a group of Air Staff and Secretariat officers, chaired by the Assistant Secretary - Budget, which evaluates the impact of OSD alternatives in the PBDs and recommends acceptance or appeal to the Secretary of the Air Force (SECAF). The BRG also identifies candidates for major budget issues the SECAF may consider addressing in the DPRB. PBDs are sent with a cover memorandum that identifies any unresolved issues to the Deputy Secretary of Defense, who then chooses one of the alternatives or directs a new one, and the signed PBD goes to the military department and CINCs. If the department appeals a PBD, the reclama is processed through the same channels as was the PBD. The Deputy Secretary of Defense makes the final decision. An opportunity is offered as near the end of the review cycle as possible for the military department secretaries and Service Chiefs to discuss with the SECDEF those major budget issues that merit his personal review. During this final phase of PPBS, the Service Chiefs and CINCs assess the impact of PBDs on warfighting capabilities of the uni-

fied and specified commands. The concerns of the Service Chiefs and CINCs are presented to the CJCS, who discusses them with the SECDEF.

1.6.9. **Defense Budget.** If at the end of the process, OMB or DOD feels that unresolved differences remain, these issues are raised when the SECDEF and Director, OMB, meet with the President. Once all the final budget decisions are made, the DOD budget then becomes a part of the President's Budget (PB) that will be submitted to the Congress in January. Once the President signs Congress's appropriation act into law, OMB can begin apportioning funds to the federal departments. The Services execute the budget, new forces and capabilities are procured, and the CINCs update their operation plans (OPLAN), as required.

Section 1D—The Deliberate Planning Process

1.7. Contingency Planning Guidance (CPG). Through the CPG, the SECDEF fulfills his statutory duty to provide the CJCS annual written policy guidance for contingency planning. It is approved by the President after coordination with the CJCS. The CPG focuses the guidance provided in the NMS and the DPG for specific tasking in the JSCP.

1.8. Joint Strategic Capabilities Plan. After the DPG and CPG are published, the Joint Staff prepares the next JSCP for CJCS approval, if required. The JSCP contains guidance to the commanders of unified commands and the Chiefs of the Services for the accomplishment of military tasks. These tasks are based on the capabilities of available forces, intelligence information, and any guidance issued by the SECDEF in the CPG. The JSCP directs the development of plans to support national security objectives by assigning tasks and apportioning major combat forces to the commanders of unified commands. As a capabilities planning document, it represents the last phase of resource management--it tells how to use the output from the PPBS. The JSCP is normally reviewed biennially and consists of a basic volume and appropriate supplements.

1.8.1. The JSCP Basic Volume:

1.8.1.1. Provides a strategic military framework that ties CINC, Service Chiefs, and NCA actions together to respond to crises.

1.8.1.2. Provides strategic guidance across the full spectrum of conflict from preconflict deterrence measures through force deployment and employment.

1.8.1.3. Assigns planning tasks to the CINCs and, where appropriate, specifies the type of plan required for each task. Any new or modified tasks assigned subsequent to publication of JSCP are reflected as a change (Note to Holders) to the current document or will be included in the next revision.

1.8.1.4. Contains planning guidance governing the development of plans to accomplish the tasks assigned.

1.8.1.5. Includes planning guidance to the Service Chiefs for the support of the CINCs in the execution of assigned tasks.

1.8.1.6. Requires that CJCS be advised if a CINC determines: the forces and/or resources made available for planning in the JSCP or made available by the Services are inadequate to accomplish an assigned task; or other serious limiting factors exist.

1.8.1.7. Provides planning guidance for mobilization categories of deliberate plans.

1.8.1.8. Provides general planning guidance for the use of forces and resources in developing more detailed plans and references for service publications.

1.8.1.9. Provides Service-unique and force-unique information and limitations on the use of specific forces as required to meet plan taskings.

1.8.1.10. Cites Service documents available to aid in determining, for planning purposes, the availability of forces or resources not shown in the basic volume or the annexes.

1.8.2. JSCP Supplemental Instructions. Previous JSCP Annexes have been renamed supplemental instructions and are listed in Enclosure H to the JSCP. The supplements provide guidance that will result in plans balanced between the details necessary for specific contingencies tasked and the breadth and flexibility required for unknown or unforeseen contingencies that may be necessary during contingencies. The following CJCSI Instructions (CJCSI) identify current supplements to the JSCP.

1.8.2.1. CJCSI 3110.02 (Intelligence).

1.8.2.2. CJCSI 3110.03 (Logistics).

1.8.2.3. CJCSI 3110.04 (Nuclear).

1.8.2.4. CJCSI 3110.05 (Psychological).

1.8.2.5. CJCSI 3110.06 (Special Operations).

1.8.2.6. CJCSI 3110.07 (Nuclear, Biological, Chemical; Riot Control Agents; and Herbicides).

1.8.2.7. CJCSI 3110.08 (Mapping, Charting, and Geodesy).

1.8.2.8. CJCSI 3110.09 (Command and Control Warfare (C2W)).

1.8.2.9. CJCSI 3110.10 (Command, Control, Communications, and Computer Systems).

1.8.2.10. CJCSI 3110.11A (Mobility).

1.8.2.11. CJCSI 3110.12 (Civil Affairs).

1.8.2.12. CJCSI 3110.13 (Mobilization).

1.8.2.13. CJCSI 3110.14 (Military Operations Other Than War (MOOTW)).

1.8.2.14. CJCSI 3110.15 (Special Technical Operations).

1.9. Joint Operation Planning and Execution System (JOPES). JOPES is the integrated joint command and control system for conventional operation planning and execution (to include theater-level nuclear and chemical plans). It is the system used by the Joint Planning and Execution Community (JPEC) to conduct joint planning during peace and crisis. Joint operation planning is a process coordinated through all levels of the national structure for joint planning and execution, including the NCA and the JPEC. The focus of the joint operation planning process is at the combatant commanders, who use it, assisted by and coordinated through JOPES, to determine the best method of accomplishing assigned tasks and direct the actions necessary to accomplish the mission. JOPES is designed to facilitate rapid building and timely maintenance of plans in deliberate planning, and rapid development of effective options and OPORDs through adaptation of approved operation plans or during Crisis Action Planning

(CAP), when no approved plan exists. JOPES allows for the effective management of operations in execution across the spectrum of mobilization, deployment, employment, sustainment, and redeployment. All joint, conventional Time-Phased Force and Deployment Data (TPFDD) are developed by and reside in JOPES.

1.10. Engagement Planning. The FY 99-03 DPG directs CJCS, in conjunction with the Under Secretary of Defense for Policy (USD(P)), the Under Secretary of Defense for Program Analysis and Evaluation (USD (P&E)), the CINCs, and Services to develop a formal theater engagement planning process to globally integrate CINC engagement activities. The 1997 CPG directs geographic CINCs to prepare annual theater engagement plans (TEPs) for the full spectrum of engagement activities covering a five-year period, with greater detail in the first two years than in the latter three. The CPG also provides prioritized regional objectives to act as a basis for planning. Guidelines and procedures to govern theater engagement activities planning by combatant commanders and Executive Agents will be published by the CJCS. The engagement planning activities for Air Force units and Air Force Component Commands will be determined by the respective CINC.

1.11. USAF War and Mobilization Plan (WMP). The WMP provides the Air Staff and Air Force commanders current policies, planning factors, and JSCP apportioned forces for conducting and supporting wartime operations. It establishes requirements for developing mobilization and planning programs to support and sustain contingency operations of the programmed forces. It encompasses all basic functions necessary to match facilities, personnel, and materiel resources with planned wartime activity. The WMP consists of five volumes, (a copy of each can be found on the AF/XOOW GCCS/SIPRNET home page):

1.11.1. Volume 1 (WMP-1), Basic Plan and Supporting Annexes. WMP-1 provides major commands and HQ USAF staff agencies a consolidated reference source for general policies and guidance for mobilization planning and the support of combat forces in time of war. The Basic Plan addresses the general situation, mission, concept of operations, and execution tasks for Air Force forces in regional conflicts. WMP-1 functional annexes provide more detailed guidance for near-term support forces to aid Air Force planners in developing war and contingency plans. The WMP-1 provides the basic guidelines, references, and considerations needed to develop Air Force plans and to conduct operations during war and contingencies. As a central reference source WMP-1, along with this document, aids in standardizing Air Force plans and the planning process.

1.11.2. Volume 2 (WMP-2), Plans Listing and Summary. WMP-2 is a three-part document. Parts 1 and 2 contain consolidated listings of US Air Force and MAJCOM war and contingency plans. Part 3 includes unified command plans for which the Air Force provides support. The WMP 2 is intended to serve as a reference for USAF and Joint Staff planners in support of the JSCP and Air Force planning. Therefore, the contents of this document should include contingency plans that the JSCP has instructed the CINCs to prepare. These include deliberate plans that fall into the categories of OPLAN, CONPLAN with or without TPFDD, functional plans, and TEPs when developed. Also, MAJCOM and Air Staff directors responsible for publishing plans will prepare and maintain listings of their current contingency plans and the unified command plans they support. WMP-2 is updated annually by AF/XOOW. The preferred update method is for holders of listings to make line-in/line-out changes to the latest WMP-2 document. Listing should consist of command's current plans, with special emphasis on the date of the basic document and the date of the most recent change, not the date of Joint Staff approval of the plan. Plan listings should be submitted to AF/XOOW annually

by 1 November for inclusion in WMP-2. The WMP-2 is published and distributed annually on or about 31 January, and is placed on the AF/XOOW Home Page on GCCS/SIPRNET.

1.11.3. Volume 3 (WMP-3), Combat and Support Forces. WMP-3 is divided into three parts. Part 1 contains aviation combat forces. Part 2 contains support forces. Part 3 contains a listing of Unit Type Codes (UTCs) for Air Force planning. The WMP-3 data base is accessible in the USAF War and Mobilization Planning (WMP) System Database via GCCS/SIPRNET (detailed in Para 1.10.6).

1.11.3.1. WMP-3, Part 1, lists all available combat forces by type aircraft, unit identification, unit availability date, and scenarios or theaters for which they are apportioned for deliberate planning. The forces listed are actually a "snapshot" of available (in-being or programmed) Air Force aircraft apportioned to each theater as of the date specified in WMP-3 and in relation to the OPLAN. Force structure is based on the annual President's Budget with approved Program Change Requests (PCR). HQ USAF/XOOW hosts a wartime beddown conference prior to developing JSCP tasked plans with supported and supporting command representatives to finalize available forces, apportionments, capabilities, and wartime beddown locations within each theater for the applicable planning scenario. With the introduction of the WMP System and its Air Force-wide UTC Availability and Tasking Summary (AFWUS) module, the Air Force will conduct the majority of sourcing for future plans using those planning tools. This will potentially reduce requirements for beddown conferences.

1.11.3.2. WMP-3, Part 2, contains available support forces, listed by UTC, that are apportioned to each theater. This UTC capability represents the Air Force commitment to support warfighting unified command requirements in response to JSCP tasking. **Commands will maintain the number of UTCs specified by WMP-3, Part 2.** Any changes required to the UTC capability identified in WMP-3, Part 2, should be immediately brought to the attention of HQ USAF/XOOW for consideration and staffing with the affected Air Staff functional area manager (FAM). Air Staff FAMs use the following construct to determine the total Air Force support force UTC capability to support the JSCP:

1.11.3.2.1. The most stringent demand, by UTC, from either of the two major theater war (2-MTW) scenarios.

1.11.3.2.2. Support for the combat forces identified in the Quadrennial Defense Review (QDR), but not tasked in either of the 2-MTW scenarios.

1.11.3.2.3. Support for three additional bare base locations, exclusive of base operating support such as HARVEST FALCON.

1.11.3.2.4. Unique support requirements not addressed elsewhere (e.g., theater engagement activities, smaller-scale contingency (SSC) operations, overseas presence, etc.) which exceed the 2-MTW requirement.

1.11.3.3. WMP-3, Part 3, is a listing of all Air Force UTCs approved for planning. Each listed UTC contains the UTC's mission capability statement as well as deployment characteristics of the UTC in terms of personnel and cargo tonnage requiring transportation. UTCs are updated quarterly within the Contingency Operations/Mobility Planning and Execution System (COMPES).

1.11.4. Volume 4 (WMP-4), Wartime Aircraft Activity (WAA). WMP-4 is governed by this manual, AFI 25-101, and AFI 25-102. WMP-4 reflects the most current MAJCOM planning, positioning, and employment activity of aviation forces tasked in support of OPLANs/CONPLANs. Activity is

reflected for each geographical location (GEOLOC) that has aircraft passing through it or operating out of it in wartime. WMP-4 also contains Mission Oriented Items Activity (MOIA) and Non-Aircraft Unit Related Ration Requirements.

1.11.4.1. WAA is presented in WMP-4, Parts 1 through 3. Part 1 (Current Year) and Part 2 (Out-year 1) correspond to the JSCP OPLAN/CONPLAN. Part 3 (Outyears 2 through 6) summarizes WMP-5 sortie allocations in 30-day increments by employing command for comparison to projected outyear employment roles and the percentage each mission design series (MDS) is expected to be flown in each role. WAA resides in a database that is updated using the Wartime Aircraft Activity Reporting System (WAARS) which is accessible using COMPES (see **Chapter 3**).

1.11.4.2. The MOIA is presented in WMP-4, Part 4. This portion of WMP-4 identifies missile preposition requirements by type and quantity in support of global and regional OPLANs/CONPLANs.

1.11.4.3. The Non-Aircraft Unit Related Rations Requirements is presented in WMP-4, Part 5. This portion of WMP-4 has the capability of identifying meal ready-to-eat (MRE) requirements at deployment and employment locations. It also includes MRE requirements in support of personnel assigned to, and/or being deployed to, missile sites. MRE requirements to support aircrews associated with wartime aircraft activity in Parts 1 through 3 are contained the War Consumables Distribution Objectives (WCDO).

1.11.4.4. As necessary, MAJCOMs must reproduce applicable portions of WMP-4 and distribute them to subordinate units, including AFRC and ANG units.

1.11.5. Volume 5 (WMP-5), Basic Planning Factors and Data. WMP-5 provides approved US Air Force planning factors for expenditure of all war consumables (except munitions, fuel tanks, launchers, racks, adapters, and pylons) supporting wartime flying activities.

1.11.5.1. WMP-5 factors, together with forces data provided in the WMP-3 and the WAA in the WMP-4, provide the basis for planning and prepositioning war reserve materiel (WRM) for the Force and Financial Program (F&FP) period.

1.11.5.2. This volume contains Air Force approved wartime planning factors by type aircraft (eg., sortie rates, average sortie duration, flying hours per month, attrition rates, direct support objectives (DSOs), and maximum turn rates).

1.11.6. War and Mobilization Planning (WMP) System. This automated planning tool includes an integrated database containing WMP-3 (Parts 1 and 2), AFWUS, and WMP-5. It also contains a Component TPFDD module allowing commands to build TPFDDs using core UTC packages (CUPs) for uploading to JOPEs and a capability to populate the Mission Profile (MISSPRO) of the WAA database. It is being integrated into COMPES and will be accessible worldwide via GCCS.

1.12. US Air Force Functional Area Manager (FAM) Tasking. Every deployable unit, asset, or capability in the Air Force is managed by an Air Force FAM. The designated FAM is responsible for managing those assets to meet the peacetime and wartime needs of the Air Force. **Chapter 9** details the specific FAM's responsibilities in the deliberate planning, and crisis action planning process.

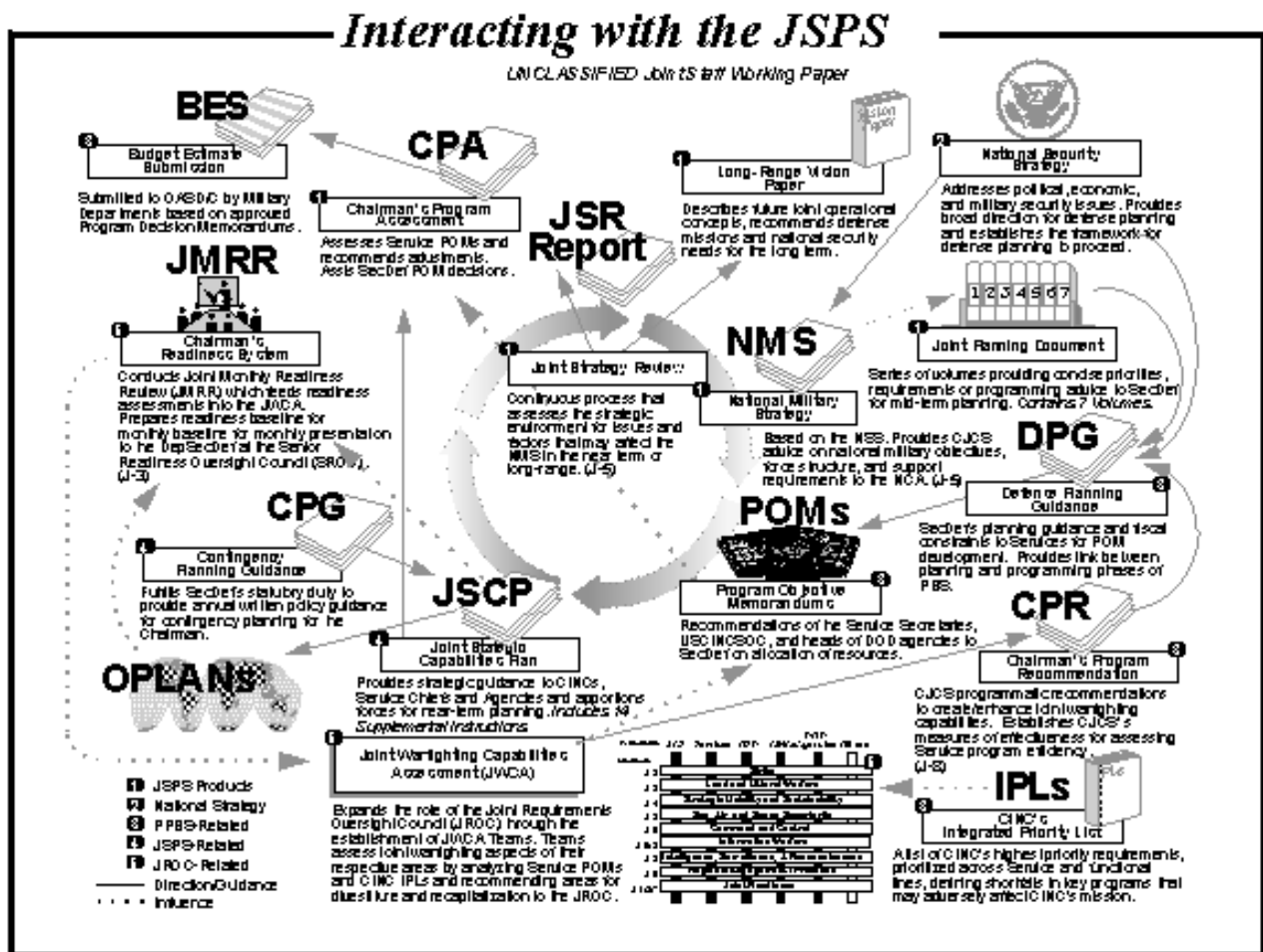
1.13. US Air Force Major Command, Field Operating Agencies, and Air Force Component Command (AFCC) Plans. Tasked US Air Force MAJCOMs, FOAs, and Air Force component commands

write supporting plans for unified command contingency plans using the guidance and formats in this manual and the USAF WMP series documents.

1.13.1. MAJCOMs and FOAs not tasked to write supporting plans for unified command plans will prepare a supporting plan in accordance with specific functional guidance in the current USAF WMP. Annexes appearing in this manual which do not apply to the MAJCOM/FOA will be listed as "not applicable" in the MAJCOM/FOA basic plan. These supporting plans will be submitted to HQ USAF/XOO within 180 days after publication of the USAF WMP-1, for final review and approval.

1.13.2. Required revisions to USAF supporting plans driven by a change to the USAF WMP series documents must be forwarded to HQ USAF/XOOW for review within 90 days after the change to the USAF WMP is published. To assist commands in expeditiously submitting supporting plans, XOOW will coordinate draft revisions to WMP documents whenever possible.

Figure 1.1. Interaction of the JSPS and PPBS.



Chapter 2

AIR FORCE PARTICIPATION IN THE JOINT OPERATION PLANNING AND EXECUTION SYSTEM (JOPES)

Section 2A—Relationship of Air Force Planning to JOPES

2.1. Description of JOPES. JOPES is the DOD-directed, CJCS-specified, conventional command and control system for joint operation planning and execution. It establishes the policy, procedures and system to be used in both deliberate and crisis action planning for joint operations.

2.1.1. JOPES guidance is contained in the following documents:

2.1.1.1. CJCSM 3122.01, JOPES, Volume I, *Planning Policies and Procedures*, provides policy guidance and procedures for the peacetime and crisis action development, coordination, dissemination, review, approval and implementation of joint OPLANs and CONPLANs tasked by the JSCP or other CJCS directives.

2.1.1.2. CJCSM 3122.02, *Manual for Time-Phased Force and Deployment Data (TPFDD) Development and Execution*, establishes procedures for the development of TPFDD and the deployment of forces within the context of JOPES in support of joint military operations.

2.1.1.3. CJCSM 3122.03, JOPES, Volume II, *Planning and Execution Formats and Guidance* (along with its classified supplement), is functionally oriented. It prescribes standard formats and minimum content requirements for OPLANs and CONPLANs. It supplements JOPES, Volume I, with planning guidance and, in a classified supplement (CJCSM 3122.04) to Volume II, provides formats for selected classified appendices and tabs.

2.2. Relationship of JOPES to Air Force Organization. The functional structuring of joint operation plans in JOPES annexes and appendixes is not necessarily keyed to the unique organizational structure of each of the Military Services. As a result, the Air Force requires additional functional annexes to those prescribed in JOPES. Furthermore, subordinate air commands may require additional annexes and appendixes to those prescribed by HQ USAF in this manual. (As a result, when CJCS or HQ USAF adds a new annex or appendix, it may be necessary for subordinate commands to renumber portions of their OPLANs during the next update cycle.)

2.2.1. Functional areas are normally addressed in appendixes to annexes in which there is an Air Force functional relationship. In such cases, functional area planners prepare the appendix to the annex and submit it to the office responsible for the annex. These functional area planner responsibilities are identified in **Chapter 9** through **Chapter 33** of this manual. Sample plan formats are contained in AFMAN 10-401, Volume II.

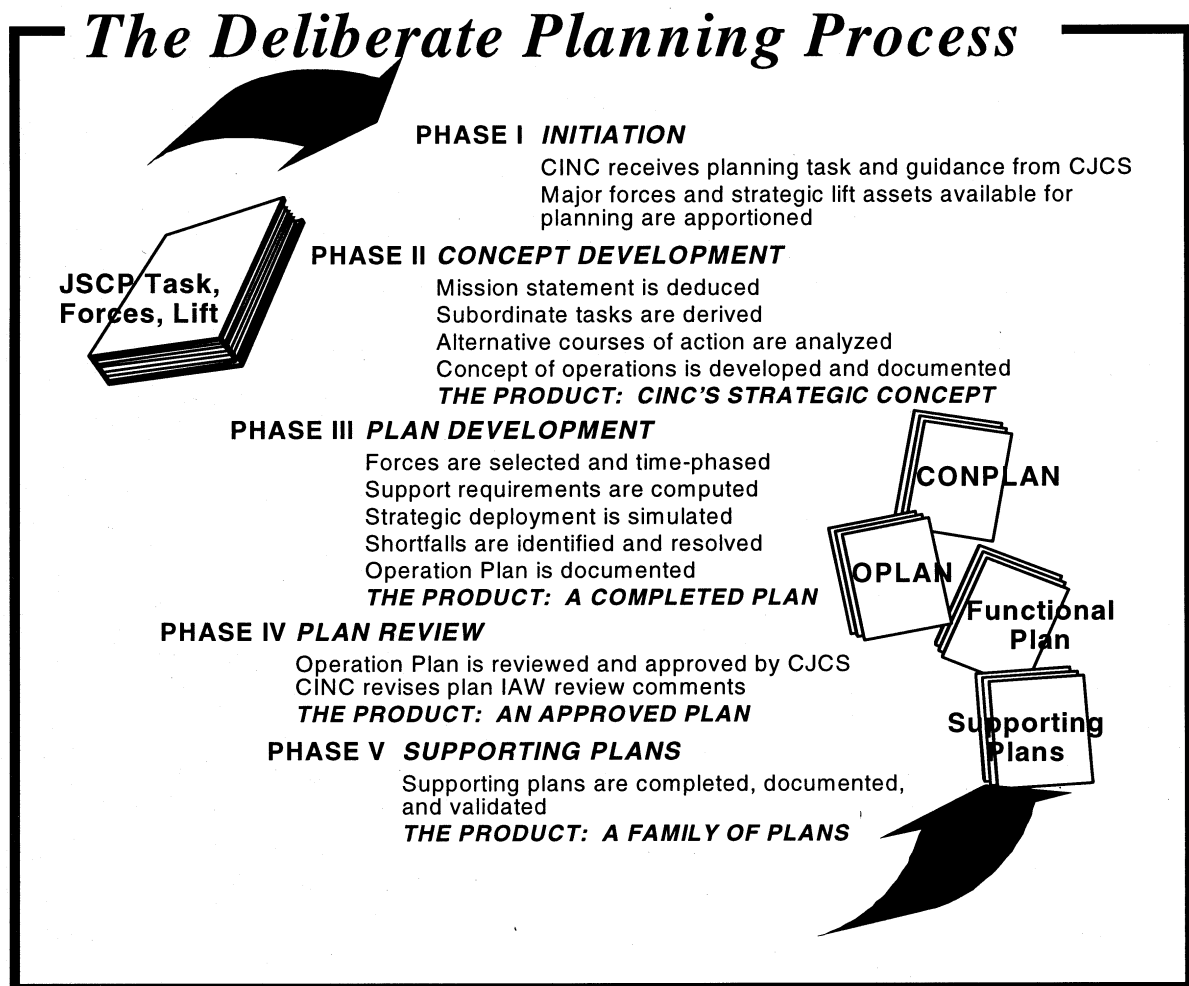
2.2.2. The office responsible for the plan ensures the published plan includes all applicable annexes in the format specified by the Joint Staff.

2.3. Changes to JOPES . JOPES, Volumes I and II, are reviewed periodically by the Joint Staff and Service Headquarters. Recommended changes may be submitted at any time to the War and Mobilization Plans Division (HQ USAF/XOOW). MAJCOMs or numbered Air Forces who also act as component commands are required to send an information copy of these recommendations to their parent unified command.

Section 2B—Development Guidelines for Preparing MAJCOM Operation Plans

2.4. Planning Process. The joint operation planning and execution process begins when CJCS assigns a planning task to the commander of a unified or specified command and ends when the plan is implemented or rescinded. Similarly, the Air Force operation planning process begins when the unified commander assigns a task to the Air Force component commander and ends when the plan is implemented or rescinded. A detailed flow chart of the deliberate planning process is shown in figure 2.1. The supported commander is authorized to task supporting commands and Department of Defense agencies to participate in the planning process. The supported commander may also request CJCS assistance in obtaining planning support from agencies outside the DOD. Supporting commands and agencies should be informed of support requirements as early as possible in the planning process.

Figure 2.1. The JOPES Deliberate Planning Process.



2.4.1. Initiation Phase. In the initiation phase, planning tasks are assigned, major combat forces and strategic transportation assets are apportioned for planning, and the groundwork is laid to begin planning. CJCS apportions forces to the unified commanders via the JSCP. The commander of a unified command informs his Service component commanders of the major combat forces available for plan-

ning. Concurrently, HQ USAF advises the Air Force component commanders, via the War and Mobilization Plan (WMP), of the resources available to support joint requirements.

2.4.2. Concept Development Phase. During the concept development phase, the mission is derived by the combatant commander from the assigned task. Planning guidance is issued to the combatant commander's staff and information on the situation is collected and analyzed. From this, the staff proposes and analyzes tentative courses of action (COAs), the combatant commander selects the best COA which the staff develops and documents as the CINC's Strategic Concept. By the authority of CJCS, the Joint Staff reviews the CINC's Strategic Concept, which when approved by CJCS, becomes the plan's concept of operations.

2.4.2.1. As a preliminary step in the operation planning process, planners from various functional areas may be tasked to produce "estimates of the situation." The format for the estimate of the situation may be tailored to suit the functional area and specific needs of the OPLAN being supported. Sample formats are provided in AFMAN 10-401, Volume II. These estimates may be required by the unified or component command staff to assist the commander in deciding the overall course of action and concept of operations. The Commander's Estimate should be used by the planner as a reference document for drafting the functional area input to the plan.

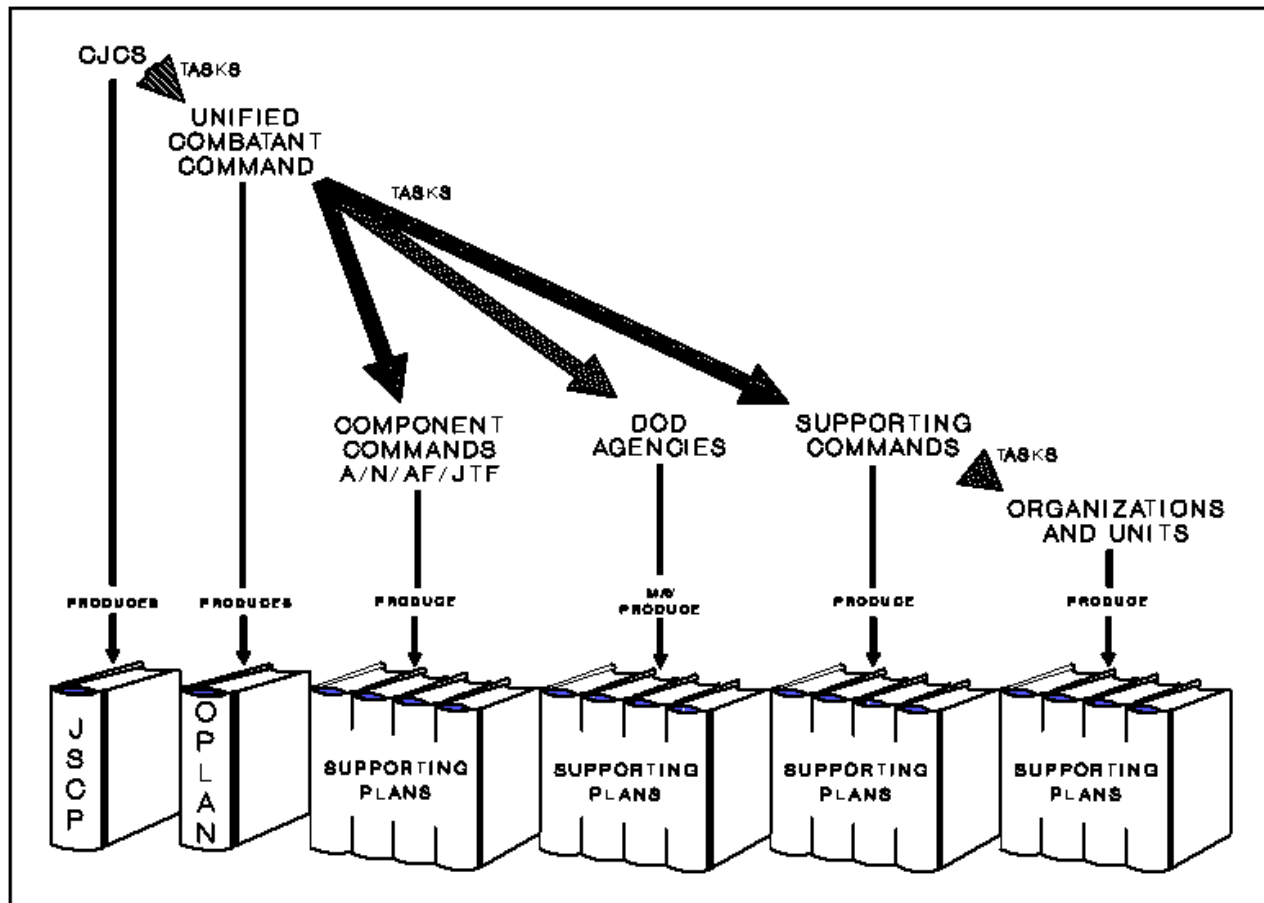
2.4.2.2. The Air Force component commander uses HQ USAF policy and guidance to prepare and send the necessary data to the unified command for inclusion in the basic plan.

2.4.3. Plan Development Phase. In the plan development phase the combatant commander's staff and the staffs of service components develop a detailed transportation-feasible flow of resources into the theater to support the concept (see figure 2.1). Forces are selected and time-phased, support requirements are determined, and the strategic transportation flow is computer simulated. The information that is required for the plan, that is, the combat and support units along with the equipment and supply support, is collected in the Time-Phased Force and Deployment Data (TPFDD) file. This phase ends when the fully documented OPLAN, including the TPFDD, is forwarded to CJCS for review and approval.

2.4.4. Plan Review Phase. The plan review phase is a formal element of the deliberate planning process. During this phase, all elements of the plan are submitted to CJCS for review to determine if the plan satisfies the CJCS task assignment and demonstrates the effective use of apportioned resources. This is summarized as adequacy and feasibility. In addition, operation plans are reviewed for consistency with joint doctrine and acceptability.

2.4.5. Supporting Plan Phase. In the supporting plan phase, each subordinate and supporting commander who is assigned a task in the CINC's plan prepares a supporting plan. The supporting commander submits these plans to the supported combatant commander for review and approval. Figure 2.2 depicts the flow of plans tasking.

Figure 2.2. Plan and Supporting Plans Development Process.



2.5. US Air Force Planning Guidance:

2.5.1. Deliberate Planning. Planning guidance to be used in the development of supporting plans is published in this manual and the USAF WMP, Volumes 1 through 5.

2.5.2. Crisis Action Planning. Crisis Action Planning (CAP) guidance and procedures are described in this manual, JOPES, Volume I, and CJCSM 3122.02, *Manual for TPFDD Development and Deployment Execution*.

2.6. Format, Content, and Administrative Guidance. MAJCOMs must standardize supporting OPLANs and CONPLANs submitted to the unified commands and HQ USAF for review.

2.6.1. General administrative instructions for preparing operation plans are contained in JOPES, Volumes I and II. This manual mainly summarizes the major aspects of JOPES guidance. **Chapter 8** and AFMAN 10-401, Volume II contain expanded details on administrative procedures and OPLAN formats.

2.6.2. For base-level planning, MAJCOMs must establish standard formats consistent with this manual; AFI 10-404, *Base Support Planning*; and base use planning documents, to be used in satisfying

base-level operation planning requirements. When mobilization is envisioned, AFI 10-402, *Mobilization Planning*, also applies.

2.6.3. As a minimum, base-level plans must address mobility, mobilization (if appropriate), reception, employment, deployment, sustainment, and redeployment planning required for the combat force to accomplish its mission. All installations with a wartime mission, regardless of size or location must develop base support plans according to AFI 10-404, *Base Support Planning*, to define their wartime activities.

Section 2C—Procedures for Developing OPLANs

2.7. Forces for Operation Planning. Major combat forces are apportioned for operational planning in the JSCP. Other forces available for planning are listed in JSCP annexes and Service documents (WMP-3, Part 2). Each Service, through the Service component commander, will identify support forces of all types and those combat units not included in the JSCP whose employment may be required.

2.7.1. General Procedures:

2.7.1.1. Procedures contained in **Chapter 4** will be followed for TPFDD development, content, and submission.

2.7.1.2. When standard US Air Force Manpower and Equipment Force Packaging System (MEF-PAK) or CJCS Type Unit Characteristics File (TUCHA) data are used as described in **Chapter 6**, only JOPES Reporting System (JOPESREP) force identification data are required when requesting force elements. Nonstandard force elements are requested as prescribed in **Chapter 4**.

2.7.1.3. When developing the TPFDD, force planners must not exceed force or support quantities or availability times contained in WMP-3. The TPFDD will comply with the supported CINC's Letter of Instruction (LOI).

2.7.1.4. Commanders must determine the overall feasibility and suitability of each contingency OPLAN developed to support unified command OPLANs. The planning checklists in AFMAN 10-401, Volume II, should be used as a guide to determine the feasibility of the planned operations.

2.8. Preplanning Conferences. Preplanning conferences are not normally required; however, if the Air Force component command with plan responsibility deems it necessary, approval for a conference must be obtained from HQ USAF/XOOW or the functional area having primary review responsibility for that plan. The participating agencies determine location, representation, and agenda.

2.8.1. Beddown Conference. AF/XOOW will conduct a WMP 3, Part 1, Beddown Conference prior to the planning cycle, as required.

2.9. Developing and Coordinating the JOPES TPFDD. Effective JOPES TPFDD development by the Air Force component command requires extensive coordination and data exchange within and among Air Force MAJCOMs and applicable Air Force sourcing agencies before the TPFDD is submitted to, and approved by, the unified command. This planning is accomplished using the procedures outlined in **Chapter 4**.

2.9.1. In addition, functional planners at both MAJCOM and base-levels must ensure adequate coordination is achieved in situations where the requirements of one function impact on the requirements

of another. An example is the requirement for access into the theater command and control radio network by deploying forces. The operational planner must identify the requirement to the information systems planner who includes it in Annex K of the OPLAN and shows how the requirement is supported.

2.9.2. For deliberate planning, HQ USAF, supporting MAJCOMs, and applicable sourcing agencies will be given adequate time to review the TPFDD both before and after the Air Force sourcing conference.

2.9.3. Commanders at all levels must establish procedures to facilitate this coordination.

2.10. Air Staff Review of Component Command TPFDD. To ensure the proposed TPFDD for a developing OPLAN is complete and provides a viable base for execution planning (should execution be necessary prior to OPLAN approval), HQ USAF reviews force requirements for unified command OPLANs before they are submitted to the supported CINC. Accordingly, Air Force component commands of supported CINCs must make their preliminary TPFDD available to HQ USAF/XOO for review. In coordination with applicable Air Staff agencies, HQ USAF/XOO provides comments on substantive issues to the component command. The command then updates its TPFDD before submission to the supported CINC. The Air Staff review is conducted at the same time the MAJCOMs review the TPFDD.

2.11. Reviewing AFCC Supporting Plans. After submitting a completed supporting OPLAN to a supported CINC, the component command forwards copies to the Air Staff OPR (HQ USAF/XOO). If the supporting OPLAN needs further review, HQ USAF/XOO directs the review and provides comments to the MAJCOM within 30 days.

2.12. Formal CINC's Strategic Concept Review. In accordance with JOPES, Volume I, the CINC will forward the Strategic Concept to the CJCS for formal review. The Joint Staff will then request the Air Staff conduct an independent concept review within 30 days.

2.12.1. To facilitate the concept review, the Air Force component commander should consider presenting the air concept of operations to the Air Staff prior to the CINC submitting the concept to the CJCS for formal review. Early presentation will aid the Air Force component commander in identifying potential problems that may arise during the subsequent formal CJCS concept review.

2.12.2. HQ USAF/XOOX, as the Air Staff OPR for unified command plans, conducts the formal concept review, tasking appropriate Air Staff functional area OPRs to participate.

2.12.3. Tasked Air Staff agencies conduct the review using the following as a guide for the review: Determine whether the scope and concept of operations are sufficient to accomplish the task assigned; assess the validity of the assumptions; evaluate compliance with CJCS tasking, guidance, and consistency with joint and Air Force doctrine; and evaluate acceptability in regards to expected costs and military and political supportability. Provide comments to HQ USAF/XOOX within 15 days.

2.13. Formal OPLAN Review. After the supported CINC submits the OPLAN to CJCS, the Joint Staff requests Air Staff review of the plan.

2.13.1. HQ USAF Regional Plans and Issues Division (HQ USAF/XOOX), as the Air Staff OPR for unified and specified command plans, conducts the formal review, tasking Air Staff functional area OPRs to participate.

2.13.2. Tasked Air Staff agencies review the basic plan and provide comments within 15 days to HQ USAF/XOOX. A list of suggested review items may be found in the CJCS Plan Review Guide.

2.13.3. HQ USAF/XOOX consolidates the Air Staff position on the OPLAN being reviewed and provides comments to the Joint Staff through the Directorate of Joint Matters (HQ USAF/XOJ).

2.14. Review of Supporting MAJCOM OPLANs. Supporting MAJCOMs must submit their OPLANs to the Air Force component command which has primary planning responsibility. The component command reviews the submitted OPLANs and advises the MAJCOMs if the OPLANs require changes. Supporting MAJCOMs providing supplemental guidance to this manual will include guidance and procedures for command gained units to review OPLAN and identify discrepancies between taskings and actual unit capabilities/authorizations. Mission limiting discrepancies are to be identified to the MAJCOM OPR for OPLANs and appropriate functional area managers, through command channels. Such reviews are commonly referred to as unit supportability estimates or feasibility studies.

2.15. Issues Surfaced During OPLAN Review. Issues surfaced during the OPLAN review that warrant attention by other Air Force agencies must be sent to those agencies for action.

Section 2D—Procedures for Developing CONPLANs (with or without TPFDDs) and Functional Plans

2.16. Objective of Concept Planning. The objective of concept planning is to develop sound operational and support concepts which can be rapidly expanded into an operations order (OPORD) if the need arises.

2.16.1. Since an actual contingency may differ substantially from a planned contingency, the response must be flexible and tailored to the actual situation.

2.16.2. Concept planning provides the flexibility and rapid reaction needed during a crisis or emergency situation.

2.16.3. The procedures for expanding a CONPLAN also apply to the emergency development of plans.

2.17. Concept Planning Process. The concept planning process is similar to the process for developing OPLANs, except the CONPLAN omits details and expands into an OPORD or OPLAN only when implementation of the plan is imminent or when the supported command considers it necessary.

2.17.1. The supported command must designate:

2.17.1.1. CONPLANs for which supporting plans are required.

2.17.1.2. Major combat forces available for employment in CONPLANs.

2.17.2. A CONPLAN is expanded into an OPLAN or OPORD when:

2.17.2.1. The supported commander determines that a threat is increasing within the area of responsibility of the command and the threat increases the chances of combat operations.

2.17.2.2. The NCA alerts the responsible commander to the development of a potential threat and directs that execution planning begin. CJCS may alert the commander by CJCS Warning Order (or Planning Order in a more urgent situation). (See paragraph 2.19.)

2.17.3. The supported commander must prepare and distribute certain elements of the TPFDD when a CONPLAN is expanded into either an OPLAN or OPORD. This requirement is satisfied by completing the OPLAN TPFDD development procedures or the execution planning TPFDD development procedures as stated in **Chapter 4**.

2.18. Format and Content of CONPLANS, Functional Plans, and Theater Engagement Plans:

2.18.1. CONPLANS are written in broad outline form and describe how the assigned mission is to be accomplished. Required annexes must be prepared in accordance with JOPES, Volume II, this manual, and the CINC's guidance. The CONPLAN includes:

2.18.1.1. All prescribed elements of a basic OPLAN in summary form, with fully developed discussions of the mission, situation, and concept of operations.

2.18.1.2. A summary of mobility and logistic requirements.

2.18.1.3. Summaries of any existing major constraints regarding forces, movement, or logistic support which would significantly affect implementation of the plan.

2.18.2. Sample formats for a CONPLAN are shown in JOPES, Volume II, and AFMAN 10-401, Volume II.

2.18.3. CONPLANS with TPFDDs are the same as CONPLANS except they require more detailed planning for phased deployment of forces. They are tasked for contingencies which have a compelling national interest and require detailed prior planning but are not likely to occur in the near term. Developed TPFDDs must be fully sourced and both transportation and logistically feasible. The plans will contain annexes and appendices required by JOPES, Volume II, this manual, and additional annexes deemed necessary by the CINC.

2.18.4. Functional Plans involve military operations in a peacetime or permissive environment. Functional plans are tasked by the JSCP for humanitarian assistance/disaster relief, peacekeeping, or counterdrugs. The plans will contain annexes and appendices required by JOPES, Volume II, this manual, and additional annexes deemed necessary by the CINC.

NOTE:

The format and content of theater engagement plans have yet to be formalized and will be included in the next revision of AFMAN 10-401.

Section 2E—Execution Planning

2.19. Execution Planning. As prepared by a supported commander and approved by the CJCS, neither an OPLAN nor a CONPLAN can be executed without further detailed coordinated planning and actions by the participants in the joint operation planning process.

2.19.1. The objective of execution planning is to complete the planning and actions necessary to convert an OPLAN to an OPORD at a designated time.

2.19.2. While execution planning assumes the plan will be implemented at the time designated, the actual execution requires authorization by the NCA.

2.19.3. The procedures in this manual include the principal actions required of participants in joint operation planning.

2.19.3.1. Each MAJCOM must establish complementary procedures and must ensure adequate procedures exist for subordinate command and agency use.

2.19.3.2. These procedures must be periodically exercised during joint and unilateral command post exercises and field training exercises to ensure the required capability is available.

2.19.4. OPORD Review. Air Force components to a unified command will periodically, as the situation dictates, review their OPORDs. Normally, for ongoing OPORDs, this review should occur at least annually. Recommend changes to the appropriate CINC, with info to the Air Staff.

2.20. CJCS Orders for Unified Commands:

2.20.1. Warning Order. The CJCS Warning Order, which initiates developing a course of action (COA), applies to the supported command and supporting commands. As a minimum, the order normally includes a description of the politico-military situation; the mission; command relationships; an allocation of major combat forces and strategic transportation resources for the operation; a deadline for the supported commander to submit a commander's estimate (see AFMAN 10-401, Volume II), including courses of action; and a deadline for USTRANSCOM to submit preliminary deployment estimates to the supported commander. Additional elements of the Warning Order may include:

2.20.1.1. Specific planning guidance and constraints on the conduct of operations, including applicable rules of engagement.

2.20.1.2. Anticipated constraints on deployments, including factors that affect granting rights and facilities access.

2.20.1.3. Estimated duration of the operation.

2.20.1.4. Alert condition to be attained by units designated to participate in the operation.

2.20.1.5. OPLAN identification numbers for resource management control.

2.20.1.6. Personnel deployment criteria.

2.20.1.7. Materiel deployment criteria.

2.20.1.8. Unit combat readiness criteria.

2.20.1.9. Operations security measures to be employed.

2.20.1.10. Fund citations, as necessary, and authorization to commit resources.

2.20.1.11. Operating locations.

2.20.1.12. Base-development guidance.

2.20.1.13. Coordination requirements.

2.20.1.14. Guidance for Public Affairs Officers.

2.20.2. The Air Force component commander maintains an address indicator group (AIG) for retransmitting the CJCS Warning Order to supporting MAJCOMS.

2.20.3. Upon receipt of the CJCS Warning Order, the Air Force Operations Center (AFOC) will coordinate with the HQ USAF Crisis Action Team (CAT) and transmit a HQ USAF Warning Order to all USAF components and commands that details Air Force implementation guidance for the CJCS Warning Order. Relationships and tasking authority between the supported Air Force component and supporting Air Force commands and agencies will be included.

2.20.4. The Planning Order. CJCS may issue a Planning Order instead of Warning Order if the urgency of the situation requires the process described above to be accelerated. The Planning Order gives the unified commander all essential execution planning information, plus the CJCS-approved course of action in anticipation that the NCA course of action will be identical or similar.

2.20.5. The Alert Order. If the situation continues to require execution planning after the Warning Order or Planning Order is issued, CJCS transmits an Alert Order. The Alert Order incorporates the NCA-approved course of action derived from CJCS consultations with the NCA and consideration of the unified commander's estimate of the situation. The Alert Order refines estimate for C-Day and L-Hour and confirms lift allocations for the deploying forces.

2.20.6. Execute Order (EO). Finally, the Execute Order is required in all cases to authorize the actual movement of forces on C-Day. The EO establishes the execution time and provides the latest guidance.

2.21. Initiating Execution Planning. If international conditions indicate an imminent requirement to initiate a joint military operation, CJCS issues a Warning Order or Planning Order.

2.21.1. Depending on the prevailing circumstances, an existing operation plan may be implemented as written, partially implemented, or adapted to fit the existing situation.

2.21.2. If a plan does not exist or an existing plan cannot be adapted to fit the requirement, JOPES, Volume I, procedures provide guidance for planning and execution.

2.21.3. When the Warning Order or Planning Order is issued, the Air Force component commander prepares a TPFDD for the Air Force portion of the supported commander's TPFDD IAW CJCSM 3122.02. These data reflect the assigned unit types to be employed, augmentation unit types required, and requirements for movement of replacement personnel and non-unit-related supplies and equipment.

2.21.3.1. The supported commander forwards this data to the supporting commanders.

2.21.3.2. The necessary TPFDD are forwarded according to applicable JOPES, Volume I, procedures.

2.21.3.3. CJCS reviews the operation order, including the TPFDD, and comments only if he takes exception.

2.22. CONPLAN Expansion Into OPORD. If circumstances require developing an OPORD that is based on a CONPLAN, the essential steps are to develop a complete force list, identify actual units to fill the force requirements, plan the movement and logistic support of the force, and issue orders necessary to initiate the operation. A TPFDD is developed according to JOPES, Volume I, and CJCSM 3122.02 procedures. In response to a CJCS Warning Order or Planning Order (or as a CINC initiative), the supported commander issues a Commander's Estimate of the situation. The Commander's Estimate describes the general situation, establishes the mission, provides the concept of operations, describes logistics support,

assigns tasks to subordinate commanders, states requirements for support, and recommends a target date for execution (see AFMAN 10-401, Volume II, Page E-1). The Commander's Estimate may be issued by GCCS e-mail or newsgroup with message follow-up.

2.23. OPLAN Adaptation. When directed, the supported commander initiates execution planning, based on the guidance provided in the CJCS Alert Order. In conjunction with the Services and supporting commands, the supported commander adjusts forces, logistics, and personnel as required. The supported commander then develops the basic OPORD, which is sent to all participating commands and agencies for action and to the CJCS for review.

2.23.1. If changes are required, the JOPES data base is changed and is available to the JS, the Services, and to subordinate and supporting commanders.

2.23.2. The supported commander, through the Service component commanders, reviews the TPFDD and, if necessary, revises the TPFDD to account for changes in force requirements or the availability of transportation.

2.23.2.1. The Air Force component command reviews the data to ensure consistency with Air Force capabilities.

2.23.2.2. Since support is a Service responsibility, the HQ USAF CAT must be notified if the Air Force component command does not receive this review opportunity.

2.23.3. When the TPFDD are revised, the supported commander transmits:

2.23.3.1. The changes to the previously approved TPFDD and UTC package tailoring detail to the CJCS, Services, and Transportation Component Commands (TCC)s.

2.23.3.2. The TPFDD pertaining to augmentation or supporting forces, to each supporting commander. If the requirements for augmentation or supporting forces are unchanged from those previously furnished, a message confirming the TPFDD is sufficient.

2.24. Review of Supporting Requirements. After receiving the deployment data transmitted by the supported commander, the supporting commands and agencies review their requirements. If TPFDD requirements for the deployment of supporting forces require modification, the CJCS, Services, supported commander, and TCCs must be advised due to possible operational impact of changes in personnel or equipment. Unless specifically delegated to the supporting command, requests to change force structure identified in TPFDD-tasks UTCs will be coordinated with the supported command before deployment to ensure no adverse impact to the employed mission of the unit or beddown location. This is normally accomplished using the newsgroup established for the particular operation.

2.25. Designating Units To Satisfy Force Requirements. After receiving the final TPFDD for an operations order designated for execution, the providing organizations designate actual units in the TPFDD to satisfy the force requirements established by the supported commander. These units are placed in an alert deployment posture based on their priority for deployment.

2.25.1. The Services and the supporting commanders designate units to fulfill the requirements for augmentation and supporting forces according to the deployment data. Supporting agencies must identify enroute support teams (if needed) by separate ULN, normally limited to one C-141 load. The component must coordinate the movement of these teams with the CINC and USTRANSCOM.

2.25.2. The supported Air Force component will provide the supporting MAJCOMs, units identified for deployment and the employment locations the plan requirements database for their respective location(s).

2.25.3. The HQ USAF/CAT under crisis action procedures calls up ANG and Air Force Reserve Command (AFRC) individuals/units upon Presidential authorization to fill taskings.

2.25.4. USTRANSCOM designates Air Mobility Command (AMC), Military Sealift Command (MSC), and Military Traffic Management Command (MTMC) units to satisfy CJCS-controlled requirements for transportation augmentation.

2.26. Force Preparation. The actual units alerted must be registered in the Status of Resources and Training System (SORTS). All Air Force units should be registered in SORTS. At a minimum, units tasked in OPLANs must measure and report Category Levels (C-Levels) in SORTS. For non-SORTS reporting units, a SITREP should be used to monitor their deployability readiness and status. Actual units may be designated during either Phase III or V of crisis action planning (CAP), if not previously designated during deliberate planning. SORTS reporting provides C-Levels which reflect the resources and training for the full capability of a given unit. Therefore, availability of specific resources may not be sufficiently reflected if a unit is tasked for one or more smaller UTC packages.

2.26.1. SORTS is designed to be able to provide the data specified in Joint Pub 1-03.3 as a result of its interface with JOPEs; for example, the plan identification number (data label PID) and force requirement number (data label FRQNO). Thus, all force requirement numbers in the OPLAN TPFDD are matched to actual units or parent commands reported in SORTS.

2.26.2. Provisional units which must be constituted or reconstituted specifically to meet the requirements of an operation are registered by the gaining MAJCOM and reported in SORTS as soon as they are activated. Mobilization units constituted or reconstituted specifically to meet the requirements of an operation are reported in SORTS as soon as they are activated.

2.26.3. The SORTS includes these additional general types of information about units alerted for the operation:

2.26.3.1. Current resource status and activity.

2.26.3.2. When directed, deployment readiness condition directed for the unit.

2.26.3.3. When directed, time required for the unit to meet the directed deployment readiness condition.

2.26.3.4. When directed, time required to prepare for deployment.

2.26.4. Sorts data is available to the supported commander via Global Status of Resources and Training (GSORTS) in GCCS.

2.27. Advancing the Readiness of Alert Units. When actual units are designated to participate in a planned operation, the responsible commanders place the units in a deployment readiness condition according to their priority for deployment in the TPFDD.

2.28. Refining Transportation Requirements. When actual units to satisfy an OPORD's force requirements have been identified, the TPFDD file is refined to reflect actual on-load points and the requirements for common-user transportation.

2.28.1. The supported commander transmits (enters in the TPFDD) to the CJCS, Services, and USTRANSCOM the times when assigned units requiring common-user transportation are available to commence loading at a designated POE. As a general rule, consider using sealift for large quantities of bulk items which have RDDs in excess of day C+30. This decision must be made early enough to ensure delivery by RDD.

2.28.2. The supporting commanders and the Services transmit (enters in the TPFDD) to the CJCS, supported commander, and USTRANSCOM the location of all augmentation and supporting forces requiring common user transportation (including movement to POE), and when these forces will be available to begin loading.

2.28.3. USTRANSCOM apportions available transportation resources for strategic movement of the forces identified in the TPFDD file according to the supported CINC's concept and CJCS allocation. If available transportation assets are insufficient to satisfy TPFDD requirements, transportation shortfalls are identified and resolved by the supported CINC. Resolution may be accomplished in an iterative process by adjusting the size of deploying forces, their sequence or mode of arrival, and/or allocation of additional transportation assets by the CJCS.

2.29. Revising Transportation Data. To complete final movement computations, USTRANSCOM normally extracts the transportation data (passengers, weights, cubes, dimensions, etc.) for the unit requiring airlift or sealift from the JOPES data base. When the units to be deployed differ significantly from the TPFDD, the supported command is responsible for providing approval for tailoring to the units and will enter tailored cargo and personnel movement characteristics into the JOPES/COMPES data base for the units.

2.30. Data on Replacement and Non-unit-Related Supplies and Equipment. USTRANSCOM also extracts information from the TPFDD on the movement of non-unit replacement personnel and non-unit-related supplies and equipment for use in completing final movement tables. Non-unit replacement personnel are required for all casualties; for example, those killed in action, taken as prisoners of war, missing in action, and administratively lost.

2.31. Developing Preliminary Movement Tables. Based on data provided in the steps described in this section, USTRANSCOM will identify the POE and onload dates for units. An Air Force unit's origin will normally be the APOE as long as deploying assets are sufficient for dedicated air. As applicable, each of the carriers:

2.31.1. Determines enroute support force and associated lift requirements.

2.31.2. Prepares preliminary movement tables which schedule the movement of all forces to or within the area of operation. (This includes assigned, augmentation, and supporting forces; filler and non-unit replacement personnel; and non-unit-related supplies and equipment requiring commercial transportation terminal support and airlift or sealift. These movement data are entered in JOPES.)

2.31.3. Transmits the necessary portions of the preliminary movement tables to the supported commander. Sends information on any deployment requirement that cannot be met within the required delivery date (RDD) specified by the supported commander.

2.32. Finalizing the Movement Tables . The supported commander is responsible for the final coordination and dissemination of the movement tables.

2.32.1. Any adjustments to the preliminary movement tables necessary to overcome transportation shortfalls are coordinated with USTRANSCOM and commanders providing the forces or shipments.

2.32.2. When the review or coordination is complete, the supported commander forwards final changes to CJCS, USTRANSCOM, Services, all supporting commanders, and sourcing agencies.

2.32.3. The final movement tables provides the initial basis for scheduling the movement of forces requiring common-user transportation, and for requisitioning and positioning the necessary transportation resources. They serve as the basis for movement orders if the plan is finalized for implementation.

2.33. Order To Execute. Reflecting the NCA decision to execute the planned operation, CJCS issues an Execute Order to the supported and supporting commanders, Services, and sourcing agencies.

Section 2F— Sourcing Support Forces During a Crisis or Contingency

2.34. Support Force Sourcing Procedures. The procedures outlined in this section are designed to provide Air Force amplifying guidance in support of the joint process and procedures outlined in CJCSM 3122.02 and CJCSI 1301.1, *Policy and Procedures to Assign Individuals to Meet Combatant Command Mission Related Temporary Duty Requirements*. These procedures will be followed anytime Air Force support forces are sourced to fill operational requirements. They do not apply to combat forces. If these procedures conflict with joint procedures or those directed by the supported CINC, joint procedures will be followed. Notify AF/XOOW immediately for resolution.

2.34.1. In all cases, the supported Air Force component command (AFCC) is ultimately responsible for ensuring its support force requirements are filled. The supported AFCC determines whether support force requirements are: UTC or individual augmentation.

2.34.1.1. If the requirement is for a mission capability or augmentation of an existing mission capability stated in a standard UTC, then the requirement is a UTC. UTCs may be standard, non-standard, or tailored. Use a standard UTC if the requirement is for a mission capability currently described by a standard UTC. Standard UTCs may be tailored to meet mission requirements. Use non-standard UTCs if the requirement is for a mission capability where there is no existing UTC and refer the requirement to the appropriate Air Staff Functional Area Manager (FAM) for review and possible creation of a new UTC. This is the exception and not the rule. Pass cargo detail to the appropriate sourcing agencies via COMPES or message, with info to AF/ILXX, any time non-standard or tailored UTCs are used. Follow up per paragraph 2.34.6. below. All AFSC requirements, standard, non-standard, or tailored, will be documented in COMPES.

2.34.1.2. If the requirement is for individuals to augment or expand an existing mission capability and an existing standard UTC can't be used to state the requirement, then UTC procedures do not apply. Follow the guidance in paragraph 2.34.2. below.

2.34.2. Individuals. For individual augmentation requirements, comply with the procedures in CJCSI 1301.1, as supplemented below.

2.34.2.1. The supported AFCC will coordinate with its parent command (unified, sub-unified, joint task force, etc.) prior to entering new requirements in the TPFDD.

2.34.2.2. The supported AFCC will document all augmentation requirements in COMPES manpower and personnel module majcom level (MANPER-M) and attempt to source all personnel requirements from within assigned assets.

2.34.2.3. If unable to source from within assigned assets, the supported AFCC will inform its parent command (unified, sub-unified, joint task force etc.), as required, and request afpc initiate Palace Blitz action iaw AFI 10-215, Personnel Support for Contingency Operations (PERSCO). Partial plan transfer process within COMPES MANPER is authorized (updating mac code to "mpc") if the date required inplace (dri) is greater than 45 days. Justification is still required via message, to include manning stats, prior to afpc/dpwm taking action. send justification message to af/dpxc and afpc/dpw and follow-up per paragraph 2.34.6. Process dris within 45 days iaw AFI 10-215 palace blitz procedures.

2.34.2.4. For ongoing/rotational support, use procedures outlined in paragraph 2.34.2.3. to submit Palace Blitz requirements previously tasked to afpc/dpwm. Air Force sourcing agencies (majcom/foa/dru) currently filling these requirements may not be capable of supporting additional rotations.

2.34.2.5. If individual augmentation requirements are entered into a TPFDD, the force description data field will clearly identify the requirement as individual augmentation. Use procedures in paragraph 2.34.2.3 or 2.34.2.4 as appropriate.

2.34.3. UTCs. For UTCs, follow the guidance in CJCSM 3122.02 as supplemented below:

2.34.3.1. Supported Air Force component command will:

2.34.3.1.1. Coordinate with its parent command (unified, sub-unified, joint task force etc.) prior to entering new requirements in the TPFDD.

2.34.3.1.2. Document afsc requirements in COMPES MANPER and attempt to source UTCs from within assigned assets. Validate in accordance with CJCSM 3122.02 as amplified in paragraph 2.34.7. below.

2.34.3.1.3. If unable to source from within assigned assets (per Forces for Unified Commands Memorandum), notify parent command, identify a lead Air Force sourcing agency, and place the appropriate Air Force command code (see **Chapter 7**, this manual for a listing of command codes) into the force description (service reserved) field in the TPFDD. If there is a question as to which sourcing agency is the most appropriate for the supported AFCC to nominate as lead, contact the responsible Air Staff fam for guidance. For replacement/rotation UTCs, the Air Force sourcing agency providing the original UTC (initial deployment or last rotation) is responsible for rotation (replacement) of that UTC. Send a message to sourcing agencies identifying UTCs to be sourced or replaced, info af/XOOW, AFOC, af/ILxx, Af/dpxc, AF/XPMR, and AFMRF. Follow up per paragraph 2.34.6. This message will identify authority for deployment of forces, i.e., appropriate cjcs order.

2.34.3.1.4. When notified an Air Force sourcing agency is unable to source a requirement, immediately notify parent command and the AFOC via ops immediate message to "AFOC washington dc." In the subject line of the message include the following: "UTC Shortfall Message" (see **Figure 2.3.** for a sample message). For time sensitive or after duty hours requirements, contact the AFOC watch team duty officer at dsn 225-7220 or 227-6103 and follow-up per paragraph 2.34.6.

2.34.3.2. Air Force sourcing agencies will:

2.34.3.2.1. Monitor TPFDD and message traffic and be prepared to immediately respond to support force UTC requests from the supported AFCC. Build UTC requests into COMPES MANPER. Flow newly built and sourced UTCs back to the supported AFCC to establish a baseline for force accountability.

2.34.3.2.2. Attempt to source UTCs from within assigned assets and validate via CJCSM 3122.02 as amplified in paragraph **2.34.7.** below. Direct liaison between Air Force sourcing agencies will normally be authorized (see paragraph **2.34.5.**).

2.34.3.2.3. If unable to source requirements, either initial or rotational, immediately notify the supported AFCC and sourcing agency parent command (unified, Service headquarters etc.). Send notification via message with info to the AFOC, af/XOOW, af/ILxx, Af/dpxc, AF/XPMR, and AFMRF. Provide appropriate justification (e.g., manning, perstempo, mission degradation, etc.) and follow-up per paragraph 2.34.6.

2.34.3.2.4. For time sensitive or after duty hours, refer to paragraph **2.34.3.1.4.**

2.34.3.3. Air Force fams will:

2.34.3.3.1. Monitor the situation and be prepared to immediately respond to supported AFCC sourcing requests received from the AFOC.

2.34.3.3.2. Upon receipt of a request for sourcing, take action to identify an appropriate Air Force sourcing agency to fill the requirement(s). Provide UTC, unit line number (uln), and tasked command information to af/xoow for inclusion in the tasking message described in paragraph **2.34.3.5.2.** below.

2.34.3.4. AFOC will:

2.34.3.4.1. Monitor the situation and be prepared to immediately respond to sourcing requests from supported Air Force component commands.

2.34.3.4.2. Upon receipt of a request for sourcing from an AFCC, immediately notify the appropriate Air Staff fam(s), af/XOOW, af/ILXX, af/dpxc, af/xpMR, and AFMRF.

2.34.3.4.3. Transmit the consolidated message described in paragraph 2.34.3.5.2 below.

2.34.3.5. af/XOOW will:

2.34.3.5.1. Monitor the situation and be prepared to assist the AFOC and Air Staff fams as required.

2.34.3.5.2. In response to actions described in paragraph **2.34.3.1.4.**, prepare a consolidated (AFOC, af/XOOW, af/dpxc, af/ILXX, AF/XPMR, AFMRF, Air Staff fam) message back to the supported AFCC and tasked Air Force sourcing agency battle staffs (see **Figure 2.4.** for a sample message). Info the parent command of the supported AFCC and the parent command of the tasked Air Force sourcing agencies. Message will identify Air Force sourcing agencies tasked to fill each unsourced UTC by uln.

2.34.3.5.3. Maintain and monitor the "hqaf.source" gccs newsgroup on the "c2news.af.pentagon.smil.mil" news server. Retrieve, post and distribute newsgroup messages for the Air Staff, as required.

2.34.4. See **Chapter 9** for a list of current Air Staff fams.

2.34.5. Direct liaison between all Air Force components and sourcing agencies will normally be authorized unless specifically prohibited by joint guidance. Upon mutual agreement, one Air Force sourcing agency may refer UTCs to another for sourcing. Whenever UTCs are thus referred, the referring agency will immediately notify the supported AFCC and the AFOC with info to af/XOOW, af/ILXX, af/dpxc, af/XPMR, and AFMRF. Follow up per paragraph **2.34.6**.

2.34.6. Place a copy of all messages in the "hqaf.source" gccs newsgroup on the "c2news.af.pentagon.smil.mil" news server. Flow plans to AFMRF for hq usaf analysis and accountability.

2.34.7. Validation.

2.34.7.1. Validation procedures will normally be in accordance with CJCSM 3122.02 and published in the cinc's TPFDD loi.

2.34.7.2. The supported AFCC confirms the accuracy, necessity and authority for deployment of UTCs in paragraph **2.34.3.1**.

2.34.7.3. Air Force sourcing agencies use the following CJCSM 3122.02 procedures to validate transportation requirements:

2.34.7.3.1. Air Force sourcing agencies subordinate to a unified command will comply with unified command validation guidance. Normally, Air Force components to a unified command will validate to their unified command, info the supported Air Force component command. There is no need to follow-up per paragraph 2.34.6 for any validation message traffic.

2.34.7.3.2. Air Force sourcing agencies not subordinate to a unified command will validate directly to the supported AFCC with info to af/XOOW, AFOC, af/ILXX, af/dpxc, AF/XPMR, and AFMRF.

Figure 2.3. Sample Message Identifying UTC Shortfall.

IMMEDIATE/ROUTINE

O R 212115Z MAR 97

FM HQ ACC LANGLEY AFB VA//BSD//
 TO AFOC WASHINGTON DC//
 INFO USCENAF SHAW AFB SC//A1-DPX/MO/A1-SVX//
 USCINCENT MACDILL AFB FL//J1/J3//
 USCINCOM NORFOLK VA//J1/J3//
 HQ USAF WASHINGTON DC//XOOW/ILXX/DPXC/XPMR/ILVX
 AFMRF FT RICHIE MD//XWB//
 HQ ACC LANGLEY AFB VA//DPWS/SVXP//

CLASSIFICATION: (Normally UNCLASSIFIED. This sample is unclassified)

SUBJ: US AIR FORCE SERVICES UTC SHORTFALL (PID 1022)

REF: (Optional)

A. AFMAN 10-401, VOL 1, PARA 2.34. (SUPPORT FORCE SOURCING PROCEDURES)

B. USACOM SECRET MSG DTG 051345Z MAR 97 (NOTAL), DEPLOYMENT ORDER

1. THIS MESSAGE SHORTFALLS THE FOLLOWING AIR FORCE SERVICES UTCS IN SUPPORT OF OPERATION DESERT FURY:

UTC	ULN	DRI
LWRR2	VALSZOO	3 JUN 97
LWRR3	V3LSZOO	8 JUN 97
LWRR3	VDWS6	10 JUN 97
LWRR2	VALSZOO	1 OCT 97
LWRR3	V3LSZOO	6 OCT 97
LWRR3	VDWS6	8 OCT 97

2. POINTS OF CONTACT FOR THIS MESSAGE ARE:

(Organization Rank Name Phone Number)

Figure 2.4. Sample UTC Shortfall Sourcing Message.

IMMEDIATE/ROUTINE
O R 222331Z MAR 97

FM AFOC WASHINGTON DC
TO HQ ACC LANGLEY AFB VA//BSD//
HQ AMC SCOTT AFB IL//DPX/SVX//
HQ AFMC WRIGHT PATTERSON AFB OH//XP-AO//
AETC AOS RANDOLPH AFB TX//AOOW//
ZEN HQ USAF WASHINGTON DC//XOOW/ILVX/ILXX/DPXC//
AFMRF FT RICHIE MD//XWB//
INFO AFOC WASHINGTON DC
USCINCENT MACDILL AFB FL//J1/J3//
USCINCTRANS SCOTT AFB IL//J1/J3/J5//
USACOM NORFOLK VA//J1/J3//
HQ AFSVA RANDOLPH AFB TX//SVO//
HQ ACC LANGLEY AFB VA//SVXP//
USCENTAF SHAW AFB SC//A1-DPX/MO/A1-SVX//

CLASSIFICATION: (Normally UNCLASSIFIED. This sample is unclassified)
SUBJ: HQ USAF UTC SHORTFALL MESSAGE (PID 1022)
REF: (Optional)
A. AFMAN 10-401, VOL 1, PARA 2.34. (SUPPORT FORCE SOURCING PROCEDURES)
B. USACOM SECRET MSG DTG 051345Z MAR 97 (NOTAL), DEPLOYMENT ORDER
C. HQ ACC/BSO MSG DTG 212115Z MAR 97, US AIR FORCE SERVICES UTC SHORTFALL (PID 1022)
1. ADDRESSES SHOULD TAKE IMMEDIATE ACTION TO SOURCE THE FOLLOWING
ULNS IAW REFS A AND B:

UTC	ULN	DRI	TASKED SOURCING AGENCY
LWRR2	VALSZOO	3 JUN 97	AMC
LWRR3	V3LSZOO	8 JUN 97	ACC
LWRR3	VDWS6	10 JUN 97	ACC
LWRR2	VALSZOO	1 OCT 97	ACC
LWRR3	V3LSZOO	6 OCT 97	AFMC
LWRR3	VDWS6	8 OCT 97	AETC

2. POINTS OF CONTACT FOR THIS MESSAGE ARE:
(OrganizationRankNamePhone Number)

Section 2G— In-Place Manpower Requirements**2.35. In-Place Manpower Requirements.**

2.35.1. Description. In order to ensure the Air Force can perform its missions, we must know its total wartime/contingency manpower requirements. In-place requirements coupled with deployment requirements constitute total requirements. In-place requirements are those needed to perform continuing missions at existing installations. These include CINCs' requirements not documented in a TPFDD (e.g.; USSPACECOM's satellite operations) as well as Air Force requirements to perform continuing missions (e.g.; formal training and base operating support). OPLAN development focuses on deployment; this section focuses on in-place requirements. To ensure validity of in-place requirements, they must be consistent with general and functional guidance provided in this document, WMP-1, and other planning publications. In-place requirements can be stated for any set of circumstances or scenarios.

2.35.2. Responsibilities:

2.35.2.1. HQ USAF/XOOW will provide detailed policy and guidance to MAJCOMs/FOAs/DRUs. This includes information on planned aircraft deployment configurations, CONUS base utilization, requirement categorization, and general assumptions and criteria.

2.35.2.2. HQ USAF/XPMR will ensure automated systems are designed, developed and implemented to support documenting and reporting in-place requirements for all levels of command.

2.35.2.3. Air Staff FAMs will provide detailed functional guidance to MAJCOMs/FOAs/DRUs.

Note: This policy and guidance is normally reviewed and updated at the beginning of each planning cycle.

Section 2H— Support Force Sizing**2.36. Support Force Sizing Scenario:**

2.36.1. Description. The support force sizing scenario is based on the DPG. This total force assessment supports the National Military Strategy throughout FYDP, encompasses the maximum demand on Air Force resources to which the Air Force organizes, trains, and equips. The deployment requirements, documented in the support force sizing data base, are derived from actual deliberate plans. In-place requirements are based on the assumptions of the DPG. The support force sizing scenario provides the basis for management of resources at all levels of command.

2.36.2. Timing. As the Air Force exists in a dynamic environment, we must determine and document in-place requirements for the Force Sizing scenario as changes occur. This is necessary to ensure Air Force decision makers always have the most current information.

2.36.3. Wartime in-place requirements should be assessed and documented when events affecting requirements, such as mission or planning assumptions, occur. Generally, the Air Force will review wartime in-place requirements whenever peacetime organize, train, and equip requirements change or are reassessed.

2.36.4. Responsibilities:

2.36.4.1. HQ USAF/XPMR/XOOW will:

- 2.36.4.1.1. Define the support force sizing scenario.
- 2.36.4.1.2. Construct and manage the support force sizing data base:
 - 2.36.4.1.2.1. Work with the supported AFCCs to ensure the support force sizing data base accurately reflects the CINCs' requirements.
 - 2.36.4.1.2.2. Work with the supporting MAJCOMs and sourcing agencies to ensure the support force sizing data base accurately reflects MAJCOM and unit taskings.
 - 2.36.4.1.2.3. Work with Air Staff FAMs to ensure support force sizing data base requirements are accurately reflected.
- 2.36.4.2. HQ USAF/XPMR will provide policy guidance to MAJCOMs/FOAs/DRUs.
- 2.36.4.3. AFCQMI (AFMRF) will:
 - 2.36.4.3.1. Provide detailed procedures to MAJCOMs/FOAs/DRUs for documenting and reporting in-place requirements.
 - 2.36.4.3.2. Manage the support force sizing requirements data base.
 - 2.36.4.3.2.1. Assist in the construction of the support force sizing data base.
 - 2.36.4.3.2.2. Consolidate in-place requirements submitted by the MAJCOMs/FOAs/DRUs.
 - 2.36.4.3.2.3. Provide requirements (both deployment and in-place) and authorization information to Air Staff FAMs.
 - 2.36.4.3.3. Perform resource to requirement analysis to support manpower programming deliberations.
- 2.36.4.4. Air Staff FAMs will review and validate the requirements in the support force sizing data base as well as the in-place requirements submitted by the MAJCOMs/FOAs/DRUs.
- 2.36.4.5. MAJCOMs/FOAs/DRUs will ensure all in-place and deployment requirements are determined, validated, documented, and maintained.

Section 2I— Force Management

2.37. Force Management. Effective use of resources depends on the force management process. The force management process consists of determining requirements, identifying available resources, comparing resources to requirements, and resolving mismatches.

2.37.1. Types of Resources. There are two types of resources we compare manpower requirements to:

2.37.1.1. Authorizations. Authorizations are based on peacetime and/or wartime requirements and are time-phased throughout the FYDP. By current Air Force policy, active duty authorizations cannot exceed peacetime requirements. This is the primary source of authorized versus wartime required mismatches which lead to personnel versus wartime required mismatches. Authorizations are also known as manpower resources. Comparing manpower resources to requirements is known as feasibility analysis.

2.37.1.2. Personnel. When comparing personnel to requirements, we usually compare available vice assigned personnel, understanding that all those assigned are not available. Comparing personnel resources to requirements is known as capability analysis.

2.37.2. Application of Force Management. This paragraph describes various applications of force management: the requirements and resources involved, the indications of the results, and resolution options. Refer to AFI 38-205 for specific force management responsibilities, processes, and procedures.

2.37.2.1. For crisis action and exercise planning and execution, compare available personnel to actual deployment requirements. The results reflect our ability to provide the appropriate types and numbers of people to support these operations.

2.37.2.2. For deployment planning (formerly known as “mobility”), compare available personnel to taskings (requirements) levied on the unit by the MAJCOM to which the unit must organize, train and equip. These may be found through DOC statements, functional manager tasking letters, WMP 3 availability or MAJCOM-unique information systems. An approach is comparison performed to assess personnel SORTS measurement. The requirements used to compute SORTS personnel category levels are a superset of the requirements stated above: SORTS reporting is required for all mission taskings. If mismatches exist, they should be explored thoroughly.

2.37.2.3. For day-to-day planning for manpower resource management, compare current authorizations (normally those effective in the last quarter of the current fiscal year) to the deployment requirements described in the above paragraph plus the in-place requirements effective in the same quarter as the current authorizations. The results reflect how well the resources we are buying satisfy our wartime missions as well as provide a basis for effective management of manpower resources. This information is essential for managers to understand the effect of peacetime management actions on wartime capability.

2.37.2.4. For programming, compare projected authorizations (normally those effective in the last quarter of a future fiscal year) to the deployment requirements documented in the Force Sizing data base plus the in-place requirements effective in the same quarter as the projected authorizations. This information also provides input into programs such as Critical Military Skills (CMS) and Unsatisfactory Rotation Index (URI).

2.37.3. Responsibilities:

2.37.3.1. HQ USAF/XPMR and AFMRF will:

2.37.3.1.1. Provide resources to requirements analysis to Air Staff FAMs and suggest options for resolving mismatches.

2.37.3.1.2. Ensure automated systems are designed, developed and implemented to support comparing resources to requirements.

2.37.3.2. HQ USAF FAMs will work to resolve mismatches within their functional areas.

2.37.3.3. MAJCOMs/FOAs/DRUs will work to resolve mismatches within their MAJCOM/FOA/DRU.

Section 2J—Automated Data Processing (ADP) Support for JOPES

2.38. Global Command and Control System (GCCS) ADP. CJCSM 3150.16, *Joint Operation Planning and Execution System Reporting Structure* (JOPESREP), establishes a standard JOPES ADP support system in GCCS for joint operation planning and execution.

2.38.1. The JOPES ADP support system uses the JOPESREP for exchanging formatted data among the unified commands, Services, Service components, USTRANSCOM, the Joint Staff, and DOD agencies.

2.38.2. The JOPES ADP support system provides operations planners with planning data from official sources and the computer software to assist in accomplishing their responsibilities in plan development and review.

2.38.3. The objective of the JOPES ADP support system is to improve joint operation planning through use of automated assistance in the development and review of joint operation plans, preparation of supporting plans, and execution planning. The ADP system supports JOPES by providing standard data files, formats, application programs, and management procedures to be used primarily for force planning, non-unit-related cargo and personnel requirements, transportation feasibility estimation, civil engineering support, and medical planning.

2.39. Assigning Responsibilities:

2.39.1. The Air Force is responsible for supporting a designated portion of the JOPES data base. Air Staff agencies or MAJCOMs must provide all the necessary data.

2.39.2. HQ USTRANSCOM provides, reviews, and updates applicable data for the Joint Flow and Analysis System for Transportation (JFAST) Transportation Reference file and all other airlift and sealift related files.

2.39.3. HQ USAF/ILXX(CSC) submits the Air Force portion of the TUCHA file.

2.40. JOPES ADP Systems. The JOPES mission applications and files described below are used for joint command and control. These applications interface with service applications for essential joint planning data. The Air Force interface is provided by the Contingency Operation/Mobility Planning and Execution System (COMPES) Operational Taskings and Priorities (OT&P) module.

2.40.1. Requirements Development and Analysis (RDA). RDA provides a capability for the planner to create and modify a TPFDD file and build a force list.

2.40.2. Scheduling and Movement (S&M). S&M enables the planner to report and track movement of TPFDD requirements.

2.40.3. Logistics Sustainment Analysis and Feasibility Estimator (LOGSAFE). LOGSAFE provides a capability to generate non-unit-related cargo and personnel requirement estimates based on the forces to be supported and the duration of the planned operation.

2.40.4. Joint Flow and Analysis System for Transportation (JFAST). JFAST assists the planner with analyzing OPLAN feasibility in terms of intertheater movement.

2.40.5. Medical Analysis Tool (MAT). MAT provides medical planners with a means of determining the overall medical feasibility of an existing or proposed OPLAN.

2.40.6. Joint Engineering Planning and Execution System (JEPES). JEPES provides the planner a means to analyze facility, material, and force level support requirements for civil engineering personnel.

2.40.7. Individual Manpower Resources Analysis (IMRAS). IMRAS provides an automated capability to generate TPFDD records for the movement of non-unit replacement personnel.

2.40.8. Force Augmentation Planning and Execution System (FAPES). FAPES provides the capability to support planning and execution for manpower mobilization.

2.40.9. Ad Hoc Query (AHQ). AHQ provides users with a means to develop, save, and print tailored queries extracting data from the JOPES core database.

2.40.10. Reports. Reports allows the user to generate commonly used JOPES reports.

2.40.11. Airfields. Airfields provides the user with the capability to access, extract, and print information on over 40,000 airfields globally with the exception of communist countries. It is updated by the National Imagery and Mapping Agency (NIMA).

2.40.12. Information Resource Manager (IRM). IRM provides the capability to load, modify, manipulate, and delete OPLAN data.

2.41. The JOPES ADP Support Files. The principal files used to support JOPES ADP are:

2.41.1. TUCHA File. The TUCHA file contains movement characteristics for each standard deployable type unit. It also contains force identification data for nondeployable units.

2.41.2. Standard Specified Geographic Location File (GEOFILE). GEOFILE contains standard worldwide geographic data. It is keyed on geolocation code (GEOLOC) and is used by the FRG modules to decode the GEOLOC into GEOLOC name, country code, country name, and installation type for inclusion in reports.

2.41.3. Aerial Ports and Air Operating Bases (APORTS) File. The APORTS file contains planning factors and characteristics of selected air facilities.

2.41.4. TPFDD. The TPFDD contains the force list and associated non-unit data as it is constructed using JOPES. The TPFDD is created by force selection functions and modified by the force tailoring functions. In its final form, the file is maintained in the sequence of integrated, time-phased deployment priority. As the force list is being constructed, planning factors from the data base permanent reference files and user inputs are brought to bear on the TPFDD by using the appropriate JOPES functions. The sequence of events and the use made of the various planning factors and functions is, of course, controlled by the Commander/Plan OPR, based on the CAP checklist. When it is coupled with the SRF, the TPFDD becomes a detailed description of the force list.

2.41.5. Port Characteristics (PORTS) File. The PORTS file contains information on the physical and operating characteristics of selected global seaports.

2.41.6. Civil Engineering File (CEF). The CEF file provides essential standard engineering planning data used in the JEPES to develop the engineering force, and project and materiel requirements that support OPLANs.

2.41.7. Type Unit Equipment Detail (TUDET) File. The TUDET file provides the dimensions, weight, and cubic measurements of specific pieces of military equipment that are associated with the types of units described in TUCHA. (US Air Force reports only non air-transportable cargo.)

Chapter 3

THE CONTINGENCY OPERATION/MOBILITY PLANNING AND EXECUTION SYSTEM (COMPES)

Section 3A—Introduction

3.1. Purpose. This chapter describes the use of the Contingency Operation/Mobility Planning and Execution System (COMPES) for Air Force operations planning. COMPES is an Air Force standard system that supports the Joint Operation Planning and Execution System (JOPES). It integrates planning data with operations, logistics, manpower, and personnel processes to enable planners to develop and access near-real time data from Service and Joint systems. Air Force planners and readiness offices use COMPES systems at various command levels to translate deliberate planning, JCS exercise, real world contingency execution, or local exercise taskings into detailed unit requirements to the AFSC and tool box level. Air Force planners, readiness personnel, Functional Area Managers (FAMs), and Unit Deployment Managers (UDMs) use the data in COMPES to prepare resources to be moved and accomplish force accountability at the deployment and employment locations. Command or base-level unique systems may be used only if a request for incorporation of the system into COMPES is evaluated, approved, and filed at AF/XOOW. If the request is rejected, use of the unique system must be terminated.

3.2. History. The original COMPES Design Proposal was approved by HQ USAF on 14 May 1976. COMPES operated under the Worldwide Military Command and Control System (WWMCCS) environment for many years until DOD decided to migrate command and control to GCCS--transferring the software to a client-server network environment. COMPES is currently being maintained by a combination of contractor and Air Force personnel.

3.3. System Design.

3.3.1. JOPES provides the basis on which COMPES defines OPLAN detail and tailoring to the needs of any given task. The AFCC will communicate the employment resource requirements to the supporting commands and wings/bases using COMPES. Communication with units at wing/base-level is necessary to ensure unit deployment planning supports component commands' requirements and identifies and compensates for shortages. COMPES is the standard ADP system designed to provide communication of OPLAN requirements and resource monitoring capability for the purpose of minimizing unnecessary movement of personnel and equipment into a theater of operation during execution.

3.3.2. COMPES modules. COMPES is comprised of many different modules which maintain accurate readiness data and force accountability. These modules also provide interfaces to other systems requiring this data (see **Figure 3.1.**).

3.3.2.1. MANPER-H interfaces with MAJCOM modules and allows input of detailed manpower and logistics information into the Manpower and Equipment Force Packaging System (MEFPAK) for the quarterly Unit Type Code (UTC) data update.

3.3.2.2. MANPER-M passes detailed manpower and personnel information to Headquarters USAF (HAF) and to the base-level.

3.3.2.3. MANPER-B provides duty status and TDY data to PDS for accountability purposes and for use by MAJCOMs and the Air Force Personnel Center (AFPC) to ensure equitable sourcing. It also provides information to the HAF TDY History File for measuring OPSTEMPO/PER-STEMPO.

3.3.2.4. OT&P provides access to the WMP system. It also interfaces and passes data between JOPEs and the other MAJCOM modules.

3.3.2.5. WMP System is an automated planning tool that has the capability to: Run WMP-5 sortie calculation routines; Build, source, and unsource, TPFDDs using UTCs and core UTC packages (CUPs); Upload TPFDDs to JOPEs as well as the capability to populate the Mission Profile (MIS-SPRO) of the Wartime Aircraft Activity (WAA) database. The system also houses integrated database containing:

3.3.2.5.1. WMP-3, Part 1.

3.3.2.5.2. WMP-3, Part 2.

3.3.2.5.3. Air Force UTC availability status.

3.3.2.5.4. Core UTC Packages (CUPs).

3.3.2.5.5. Templates for Core UTC Package Templates.

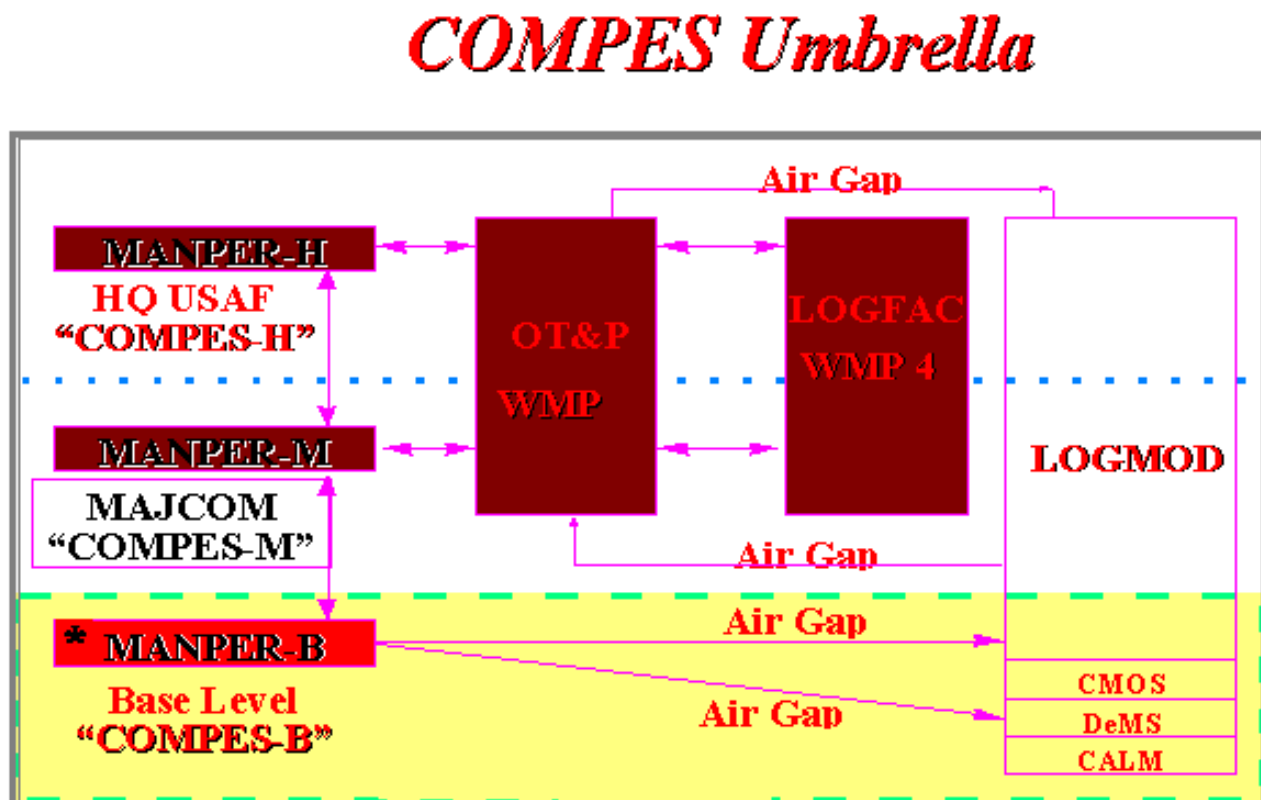
3.3.2.6. Logistics Feasability Analysis Capability (LOGFAC) identifies the prepositioning of War Reserve Materiel in support of OPLANS/CONPLANS.

3.3.2.7. WMP-4 identifies all wartime locations where aircraft activity will take place in support of OPLANS/CONPLANS. It also identifies the appropriate planning factors (i.e., sortie rate and durations) required to support the activity.

3.3.2.8. Logistics Module (LOGMOD) automates the development and distribution of UTCs, as well as OPLAN data, to the base, MAJCOM, and Air Staff-level.

3.3.2.9. Integrated Deployment System (IDS) is the standard Air Force wing-level deployment system. It's purpose is to streamline the wing deployment process through systems integration. IDS is a family of systems and integrates the following: MANPER-B, LOGMOD, Cargo Movement Operations System (CMOS), Deployment Management System (DeMS), and Computer Aided Load Manifest (CALM). IDS provides in-transit visibility source data for unit movement via MANPER/LOGMOD through CMOS. CMOS, in turn, pushes requisite data to the Global Transportation Network (GTN).

Figure 3.1. COMPES Structure and Interface Capabilities.



3.4. Modernization. COMPES is being modernized under the Air Force Deliberate and Crisis Action Planning And Execution System (DCAPES) program. The DCAPES program will modernize current Air Force standard command and control (C2) systems, interface/integrate them with JOPEs, and acquire the necessary hardware, software, and telecommunication support. Specific changes in operating procedures after the migration from COMPES to DCAPES will be addressed in individual users' manuals being developed as part of the modernization program.

Section 3B—COMPES-M (COMPES at the MAJCOM level)

3.5. Purpose of COMPES-M. COMPES-M houses MAJCOM modules that access and manipulate data to develop detailed contingency plans. OT&P receives data from JOPEs, interfaces with MANPER-M and LOGMOD modules, and passes data back to JOPEs. MANPER-M provides the necessary interfaces with MANPER-B, the base-level system.

3.6. OT&P Design. OT&P provides MAJCOM planners with a responsive automated data processing system to task Air Force combat and support units during contingency operations. The operations module is the heart of the COMPES system. OT&P assimilates data from the MAJCOM-level logistics, manpower, and personnel modules, and converts this data into the format required by JOPEs. OT&P provides a bridge between the JOPEs database and MAJCOM refined planning data. Through interface modules, USTRANSCOM uses the final refined data for movement analysis.

3.7. OT&P Function. During deliberate and crisis action planning, the initial, unsourced TPFDD is usually created by the supported AFCC operations planners using JOPES. They assign desired ports of debarkation, destinations, and delivery dates to the initial TPFDD before it is sourced by the supporting MAJCOMs. The supporting MAJCOM operations planners use OT&P to source the initial TPFDD file from the WMP-3. During TPFDD maintenance, OT&P capabilities are used to keep the deployment database up-to-date.

3.8. MANPER-M Design. MANPER-M consists of the following four subsystems (detailed operating procedures are found in the OT&P user manual):

3.8.1. Manpower Force Packaging (MANFOR) Subsystem. The MANFOR subsystem automates creating and maintaining manpower details for the manpower force elements (MFEs) associated with Unit Type Code (UTC) packages. UTC packages are the basic building blocks for determining detailed planned manpower requirements data. Each MAJCOM maintains the MFE data for all UTCs for which they have MEFPK responsibility. MANFOR passes UTC data to the master Air Force file maintained at AFMRF. It interfaces with the MANPER-B module to permit unit involvement in the UTC manpower requirements development process. Refer to the following references for additional information on MANFOR processing policies and procedures: AFMAN 10-401, **Chapter 6** and WMP-3, Volume 3.

3.8.2. Plan Generation Subsystem. The plan generation subsystem provides an automated rapid means of building the manpower detail and assigning personnel to support deliberate, crisis action, or exercise plans. The subsystem allows planners to extract and tailor standard UTC packages or build nonstandard UTC packages to describe force requirements. It also stores plan requirements and manning data, prints standard requirement and manning products, and generates TDY levy or allocation notices to the supporting and supported wing/base manpower offices and/or military personnel flights/PERSCO teams. This subsystem is used to support the Centralized Plan Requirements Process (CPRP), explained in detail in AFI 38-205, *Managing Wartime and Contingency Manpower*. This process requires the supported command to maintain a central repository of all the current plan requirements identified to a plan ID. It is the responsibility of the supporting command to ensure changes to the plan requirements are staffed through the supported command and updated into the Centralized Plan Requirements Databases (CPRD).

3.8.3. Manpower Analysis Subsystem. The manpower analysis subsystem provides an automated means of analyzing manpower requirements versus resources.

3.8.4. Personnel Status Monitoring Subsystem. The Personnel Status Monitoring Subsystem allows the personnel planner to review and monitor the deployment availability of personnel resources. The module assists in determining the most equitable distribution of tasking to units and tracks the subsequent deployment of the tasked forces.

3.9. LOGFAC and LOGMOD (MAJCOM module) Design. Logistics Feasibility Analysis Capability (LOGFAC) subsystem computes war consumables (tanks, racks, adapters, and pylons; petroleum, oils, and lubricants; munitions; etc.) most stringent requirements by planned operating base. It identifies resupply for classes of supply 3A, 3W, 5A, and 7J. LOGFAC computes OPLAN requirements versus assets on hand by individual line item for sourcing and then provides the cubic weight of shortage by time period for inclusion in JOPES. It determines the impact of changing combat conditions on war consumables. LOGFAC also identifies residual war reserve materiel during deployment to source shortfalls and

determine ability to support subsequent tasking; provides data for OPLAN feasibility analyses; and provides data to test changing scenarios for planning, exercise, and contingency operations. LOGMOD supports logistics planning and tasking to support OPLAN development and execution. It supports UTC reporting for the Logistics Detail Report (LOGDET) sent from units to MAJCOM and from MAJCOM to HAF. It also provides for logistics feasibility analyses of OPLANs.

Section 3C—WMP-4 Wartime Aircraft Activity Reporting System (WAARS)

3.10. System Requirements. WAARS allows updating of the WMP-4 Wartime Aircraft Activity database and is accessible using the WAARS module of LOGFAC. Updating command WAA files (WMP-C) will be accomplished in accordance with WAARS guidance as outlined in AFCSM 20-742, Vol II, LOGFAC Software Users Manual, and the supplemental WAARS Users Guide (maintained and distributed under separate cover by AF/XOOW).

3.10.1. Data Submission. Each MAJCOM or AFCC with planned wartime aircraft activity (i.e., OPLAN deployment/employment tasking) of assigned aviation forces will report requirements using the WAARS.

3.10.2. Data Development. The following sources will be used in the development of WAA records: WMP-1; WMP-3, Part 1; WMP-5; and OPLAN/CONPLAN TPFDD. AF/XOOW will specify a force structure snapshot based on the President's Budget and derived from the JSCP planning cycle. The WMP-3 Combat Forces Beddown Conference (February through March timeframe) provides the draft baseline data for initial WAA preparation. AF/XOOW will send an updated database, with apportionment for deliberate war planning, to MAJCOMs or AFCCs after the JSCP has been approved.

3.10.3. Coordination. AF/XOOW will make the draft HQ USAF WMP-4 database available (referred to as WMP-A) to all concerned commanders for review (see **Table 3.1.**). MAJCOMs and AFCCs should send comments, and recommended changes to AF/XOOW via hard-copy message. During MINIMIZE, send messages by mail.

3.10.4. MAJCOM and AFCC Responsibilities.

3.10.4.1. Directors of Operations (DO or XO, as applicable) and Plans (XP) will ensure commands enter all deployment and employment WAA data in support of each OPLAN or CONPLAN with TPFDD which tasks their forces. The supporting command is responsible for documenting deployment and enroute WAA. The supported command is responsible for documenting employment WAA, including in theater missile requirements.

3.10.4.2. Director of Logistics (LG) responsibilities (according to AFI 25-101, *WRM Program*) include: Assigning and updating prepositioning codes for each WAA line of activity; Coordinating with storing commands (HQ AFMC/XP-AO for command overflow) before starting WMP prepositioning actions, including changes to prepositioning codes; and Calculating ration records.

3.10.4.3. MAJCOM or AFCC operations and logistics representatives will validate worldwide prepositioning codes at the annual HQ USAF WMP-A Refinement Conference (see **Table 3.1.**).

3.10.5. Changing Original Data. Out-of-cycle changes should be kept to a minimum. However, AF/XOOW will maintain the master WMP-A file to accept valid out-of-cycle changes. MAJCOMs or AFCCs should notify AF/XOOW of any out-of-cycle changes made to their WMP-C. AF/XOOW will review and consolidate changes into the master WMP-A file and will notify MAJCOMs or

AFCCs via hard-copy message of any changes to HQ USAF WMP-A. During MINIMIZE, AF/XOOW will notify commands by mail.

3.10.6. Submission Schedule (First Planning Year). See table 3.1.

Table 3.1. Development, Reporting, and Publication for WAA, Missile, and Ration Requirements

<i>Task Sequence</i>	<i>Schedule Date</i>
1. WMP-3, Part 1 Data	Sep/Oct
2. WMP-C Ready for HQ USAF for File Transfer	Feb/Mar
3. WMP-A (Draft) Available to AMC for development of tanker offload requirements and MAJCOMs or AFCCs for review	Feb/Mar
4. WMP-C MAJCOM or AFCC corrections, including refined AMC tanker offload requirements	Mar/Apr
5. WMP-A Refinement Conference	Apr/May
6. WMP-A	May/Jun
7. WMP-4 Publication	Jun

* Schedule predicated on release of the JSCP in Feb and may be adjusted as necessary.

3.11. Security .

3.11.1. Classification. The WMP-A and published hard copy WMP-4 documents printed off of GCCS-T will be classified/controlled as TOP SECRET. The WMP-A and published hard copy WMP-4 documents printed off of GCCS will be classified/controlled as SECRET. WMP-C databases, WMP-4 extracts, and computer-generated printouts from the WMP-A may be compiled at the SECRET level provided the planned war and contingency use by US forces of listed geographical locations are not subject to a higher classification or contain WAA lines of activity classified Top Secret.

3.11.2. Reproduction. Reproduction of the entire WMP-4 is forbidden. MAJCOM or AFCC commanders may extract those portions of the WAA essential to the mission of their command. MAJCOM commanders may give subordinate units extracted portions which pertain solely to them and which are essential to perform their missions (reference DOD 5200.1-R, *Information Security Program*, and AFPD 31-4, *Information Security*).

3.12. Distribution. AF/XOOW will determine WMP-4 distribution. MAJCOMs will reproduce applicable portions of WMP-4 according to this manual and AFI 10-403, *Deployment Planning*, and distribute them to subordinate units, including Air Force Reserve and Air National Guard units.

Section 3D— COMPES-B (COMPES at the Base-Level)

3.13. Purpose of COMPES-B. COMPES-B base-level modules manage the deliberate planning and deployment execution requirements and resources for units with a deployment and/or base sustaining mission. They also provide various interface capabilities to personnel systems and function as components of IDS to provide complete base-level logistics, manpower, personnel, and transportation interface capability.

3.14. MANPER-B Design and Capability. MANPER-B is certified and accredited to operate as a SECRET high Command and Control (C2) system in the stand-alone mode. The system is designed for use by Manpower and Personnel agencies at both in-garrison and deployed locations. As an in-garrison system, MANPER-B is used for deliberate planning and in-place (base sustainment after deployment) requirements accounting, crisis action/deployment planning and execution, JCS/local exercise, and personnel resource management to ensure reliable force accountability. Personnel resource management includes TDY duty status, TDY reporting to supporting/supported MAJCOMs (including intermediate headquarters), Air Force Personnel Center (AFPC), and employment location PERSCO teams; and management of deployable people resources. MANPER-B interfaces with CMOS and DMS, providing plan requirements to LOGMOD. The interface between MANPER-B and DMS completely automates the selection and reporting of personnel data to the MPF for preparation of TDY orders and duty status/TDY reporting. MANPER-B also provides personnel data to CMOS to produce an automated passenger manifest. Deployed MANPER-B systems support force management and accountability by providing plan requirements and personnel resource information. It also provides attached unit information for organizational charting during contingencies as sustainment operations. Deployed PERSCO teams use MANPER-B for resource management of AF military (all components), DOD civilian, and contract personnel, and reporting strength information to intermediate headquarters/MAJCOM, supporting commands, supporting MPFs, and AFPC. Further, it supports joint personnel accountability. AFI 38-205, *Managing Wartime and Contingency Manpower*, contains specific guidance/procedures for Manpower concerning contingency organizations and MANPER systems' responsibilities in the deployment and employment locations. AFI 10-215, *Personnel Support for Contingency Operations (PERSCO)*, contains policy and procedures (in-garrison and deployed) for unit commanders, MPFs, and PERSCO teams and reporting requirements for wartime, contingency, exercise, and emergency operations. It also provides MANPER-B operation guidance.

3.15. LOGMOD (interface to COMPES-B). LOGMOD helps maintain combat units and their materiel support in constant deployment readiness. Its standard input, editing, and storage capabilities produce the materiel, packing, and load lists for base deployment plans. It updates UTC packages after they are tailored to a given contingency and modifies deployment documents to comply with tailored requirements. Deployment officers provide data to their local logistics plans function for input into LOGMOD, and the module produces reports and logistics planning files for higher headquarters and the base-level lists used in deployment operations and exercises. Logistics planning files are interfaced through OT&P and used in LOGFAC. They also update TPFDD movement requirements in JOPES.

Section 3E—COMPES Management

3.16. COMPES Configuration Control Board (CCB). The COMPES CCB (CCB) is part of the management structure for COMPES. Its primary mission is to maintain the integrity of the war planner's automated systems across Air Force functional planning areas. It represents the interest of functional areas at Headquarters, MAJCOMs, and field units that may be affected by hardware and software changes to the baseline. The COMPES CCB will review and act upon software change proposals. Approved changes will be prioritized and scheduled by the CCB. The CCB is the body for review and documentation of all changes to COMPES. Approved software changes are implemented in block releases. A software block release is developed from the CCB approved changes and coordinated through the Functional Managers (FMs) before official content list publication and start of the new baseline development.

3.17. Base-Level Readiness Working Group. This group is mandatory and meets as required to resolve issues related to managing wing mobility, deployment, and employment activities through base-level modules. Meetings are called as required or at least quarterly to facilitate discussion of the latest changes resulting from routine MANFOR updates, pilot unit UTC issues, plans changes, etc. Chaired by the Installation Deployment Officer (IDO), this group consists of representative from the following offices (as required by meeting agendas): Logistics Plans, Transportation, Manpower, Personnel, and UDMs. The primary purposes for the Base-Level Readiness Working Group are as follows:

- 3.17.1. Ensure suggestions to system changes are coordinated with the appropriate base-level agencies.
- 3.17.2. Ensure the system changes address system problems or changes to processes that require a system change to support the process change.
- 3.17.3. Ensure base-level readiness system users have an avenue to promote ideas, process changes, or system problems to be forwarded to the MAJCOM and Air Staff OPRs.
- 3.17.4. Assist implementation of new processes and systems/software to support the processes and provide a forum to pass information about new processes, procedures, systems, and software.
- 3.17.5. Provide a forum to discuss problems/solutions between the primary readiness offices and the UDMs.

3.18. Module Users Groups . Each COMPES module Air Staff OPR heads a Functional Users Group consisting of representatives from all MAJCOMs and agencies which use that module. Its purposes are as follows:

- 3.18.1. Review and recommend approval/disapproval of suggested system changes which affect each module.
- 3.18.2. Act as an advisory body to the Air Staff OPR.
- 3.18.3. Promote an interchange of information between members.

3.19. COMPES MANPER Users Group Charter.

- 3.19.1. Purpose. This charter establishes a COMPES MANPER Users Group and outlines its functions and responsibilities for the COMPES Manpower and Personnel modules.
- 3.19.2. Scope. The DCAPES Executive Committee addresses issues affecting overall COMPES applications, computer program maintenance. It is the approval authority for enhancements and modifications to the system which affect more than one functional module. The MANPER Users Group addresses issues affecting the MANPER module applications and computer program maintenance. The group has approval authority for enhancements and modifications affecting only the MANPER modules.
- 3.19.3. Functions. AF/DPXC and XPMR co-chair the MANPER Users Group. It meets annually or as the co-chairpersons direct and serves as a vehicle to exchange information among MANPER users and to formulate guidance and policy affecting the MANPER modules. To discharge its responsibilities, this users group interacts with the DCAPES Executive Committee, AFPC, AFMRF, logistics and operations advisory groups, and all using commands and FOAs. The MANPER Users Group:

- 3.19.3.1. Identifies areas within the MANPER modules where additional capabilities are required and justified.
- 3.19.3.2. Identifies improved criteria, specifications, and standards for equipment and software configuration.
- 3.19.3.3. Identifies areas for improving cost effectiveness and efficiency.
- 3.19.3.4. Promotes improved operational effectiveness through an exchange of information.
- 3.19.3.5. Develops MANPER Data Automation Requirements (DARs), Data Program Directives (DPDs), and other documentation that are part of the established approval process.
- 3.19.3.6. Establishes priorities for all major MANPER projects. NOTE: AFMRF and AFPC/DPWR establish priorities with AFPC/DPDMR for projects related to routine system maintenance, optimization, data element management, files maintenance, and associated tasks. All recommendations, requirements identification, tasking, project management, and associated documentation will follow applicable directives.
- 3.19.3.7. Reviews the status of projects at MANPER Users Group meetings.
- 3.19.4. MANPER Users Group members include:
 - 3.19.4.1. HQ USAF. AF/DPXC and XPMR are co-chairpersons.
 - 3.19.4.2. MAJCOM. Representatives from all MAJCOMs and FOAs which use or are affected by the MANPER modules.
 - 3.19.4.3. Special Agencies. AFMRF.
- 3.19.5. Responsibilities.
 - 3.19.5.1. AF/XPMR and AF/DPXC must:
 - 3.19.5.1.1. Serve as sponsors of the MANPER Users Group.
 - 3.19.5.1.2. Appoint someone to serve as the MANPER Users Group Chairperson for alternating meetings or as agreed.
 - 3.19.5.2. Chairpersons must:
 - 3.19.5.2.1. Manage the MANPER Users Group.
 - 3.19.5.2.2. Convene the MANPER Users Group and chair the meetings.
 - 3.19.5.2.3. Appoint special working groups within the MANPER Users Group to study specific problems.
 - 3.19.5.2.4. Approve, sign, and distribute MANPER Users Group meeting minutes, correspondence, and documentation.
 - 3.19.5.2.5. Forward formal taskings to the required agencies.
 - 3.19.5.2.6. Exercise final approval for all COMPES MANPER projects.
 - 3.19.5.2.7. Exercise final authority in all MANPER Users Group decisions.
 - 3.19.5.3. Members must:
 - 3.19.5.3.1. Represent their command or agency at MANPER Users Group meetings.

3.19.5.3.2. Collectively provide guidance and policy for MANPER modules.

3.19.5.3.3. Have full authority to represent their command's or agency's positions.

3.19.5.3.4. Establish project priorities.

3.19.5.4. AFMRF must:

3.19.5.4.1. Serve as Secretariat to the MANPER Users Group by preparing meetings agendas and minutes.

3.19.5.4.2. Serve as the collection point for all suggested changes and enhancements, having manpower functional impact, to the MANPER modules. Evaluate them and prepare a package to present at each meeting.

3.19.5.4.3. Serve as functional advisor on manpower matters and on system management.

3.19.5.5. AFPC/DPWR must:

3.19.5.5.1. Serve as the collection point for all suggested changes and enhancements, having personnel functional impact, to the MANPER modules. Evaluate them and prepare a package to present at each meeting.

3.19.5.5.2. Serves as functional advisor on personnel matters and on system management.

3.19.5.6. AFMRF, AFPC/DPWR, and AFPC/DPDMR must:

3.19.5.6.1. Control projects related to routine system maintenance, optimization, data element management, files management, and associated tasks unless specifically elevated by the co-chairpersons.

3.19.6. Meetings. The co-chairpersons convene meetings at least annually and determine their location. The host command or agency provides all administrative details and billeting support. The MANPER Users Group is managed and business is conducted through the meetings. The Users Group Secretariat prepares meeting minutes, which are approved by the co-chairpersons and distributed to all MANPER Users Group members and the technical and functional advisors of the other Users Groups. Reports from special work groups are presented to the members at the meetings. The co-chairpersons may invite observers to attend meetings and participate in the functions of the MANPER Users Group. With the approval of the co-chairpersons, commands and agencies may invite specific users to attend a meeting to explain and justify a technical, complicated, or costly program or proposed change. The co-chairpersons exercise final approval authority after thoroughly evaluating all factors, to include system hardware, software, budgets, manning, projects, priorities, and user requirements. The MANPER Users Group is not funded and no financial obligation may be incurred. The participating organizations defray sponsor and member expenditures, including per diem and travel expenses.

Chapter 4

JOPEs DATA BASE DEVELOPMENT

Section 4A—Definition of JOPEs Data Base

4.1. Definitions:

4.1.1. The JOPEs data base is the total data base of all JOPEs planning data and information available for planning and execution manipulation. It includes all OPLANs, CONPLANs with TPFDD, OPLAN versions, force modules, force packages, and any other planning data that is resident on the networked data base and accessible through JOPEs software. The data can be arrayed, sorted, and displayed in useful forms.

4.1.2. Individual OPLAN/CONPLAN TPFDD is a subset of the JOPEs data base. The TPFDD is the central foundation for force planning, movement scheduling, logistics planning, and plan execution, and as such, is of primary concern to the force planners. It documents the types of forces and identifies specific units supporting an operation plan. It also includes routing data from origin to destination.

4.2. Types of TPFDDs. Air Force planning uses two types of TPFDDs:

4.2.1. Capabilities TPFDDs. Capabilities TPFDDs are associated with OPLANs. They cannot contain flying or support forces which are in excess of those apportioned to the theater commander for planning in WMP-3, Parts 1 and 2. They are also associated with crisis action planning in which case they cannot contain flying or support forces in excess of those allocated to the theater commander for planning by the appropriate CJCS tasking document (normally a Warning Order). These forces may exceed those apportioned in WMP-3 for the theater in question.

4.2.2. Requirements TPFDDs. Requirements TPFDDs are special purpose TPFDDs normally associated with programming actions for a given year(s) of the future years defense plan (FYDP). The US Air Force Support Force Sizing Exercise (FORSIZE) is an example of a requirements TPFDD. Depending on the assumptions presented with the TPFDD, force constraints will normally be limited only by the FYDP force projected to support the National Military Strategy (NMS).

4.3. TPFDD Criteria. All TPFDDs must show force requirements by largest practical unit dimensions; for example, fighter squadron or combat support group, except where small increments will enhance the accuracy and oversight of the operational and functional requirements statement.

4.3.1. Additionally, force planners must:

4.3.1.1. Use approved standard UTCs to the maximum extent possible.

4.3.1.2. Use UTCs that provide for general purpose vehicles if the employment base does not have a source of vehicles and the ability to carry out the mission rests on Air Force general purpose vehicles.

4.3.1.2.1. As a general rule, units do not deploy Air Force general purpose vehicles as part of a UTC when that support can be reasonably assured to be available at the employment location.

- 4.3.1.2.2. Additional general purpose vehicles must not be authorized to a continental United States (CONUS) location solely to satisfy a deployment requirement.
- 4.3.1.3. Use Core UTC packages (CUPs) to the maximum extent possible.
- 4.3.1.4. Ensure all support planning functions are included in the TPFDD (reference the preface to the Air Force War and Mobilization Plan, Volume 3 (WMP-3), Part 2).
- 4.3.1.5. Ensure the TPFDD is formatted according to JOPESREP guidance contained in CJCSM 3150.16.
- 4.3.2. A complete TPFDD must include all functional deployment requirements. This criterion must be closely monitored for compliance by all war planners at each level to ensure the TPFDD is correct.
- 4.3.3. Additionally, non-unit planners must ensure all non-unit related supply, equipment, and personnel records are included in the TPFDD.
 - 4.3.3.1. Assign cargo increment numbers (CIN) and personnel increment numbers (PIN) as directed by the supported unified CINC and by paragraphs 7.11.3. and 7.11.6.
 - 4.3.3.2. Use JOPES logistics estimator software to develop notional movement requirements when actual resupply requirements cannot be determined.
 - 4.3.3.3. When actual resupply requirements can be determined (i.e., munitions, TRAP, chaff/flares, etc.), develop non-unit records manually and enter into the TPFDD.
 - 4.3.3.4. Provide guidance to field units on how to integrate non-unit movements with mobility and reception procedures.
 - 4.3.3.5. Coordinate with the supported CINC to ensure non-unit records are included in transportation feasibility analyses.
 - 4.3.3.6. Use the non-unit personnel generator to determine replacement personnel requirements.
 - 4.3.3.7. Use the Medical Analysis Tool (MAT) to determine casualty movement requirements and non-unit medical resupply requirements (Class VIII).
 - 4.3.3.8. Use the Joint Engineering Planning and Execution System (JEPES) subsystem or the Air Force Class IV resupply planning factors in the Logistics Factors File (LFF) to develop construction non-unit resupply requirements (Class IV).

Section 4B—Procedures for Developing TPFDD for Air Force Forces

4.4. Deployment Planning Concept:

- 4.4.1. Air Force unit deployments normally occur between Movement Day (C-Day) and C+30. Since planning assumptions, response options, and mobilization timing varies depending on the scenario, units may not always close at destination prior to C+30. Transportation constraints, reception capability, and operational concepts dictate the final closure rate of the deploying forces. All units made available for deployment within the TPFDD are considered unit moves. Attrition filler aircraft are indicated as sub-elements of squadrons and made available for deployment, but normally are "on call" and are not considered to be unit deployments.
- 4.4.2. The following are examples of the distinction between attrition filler forces and unit moves. CINCs may identify units as attrition fillers in their TPFDD at their discretion. When squadrons are

identified as attrition filler forces within a TPFDD, there is no need to concurrently deploy a field maintenance capability and other support force capability. When squadrons are considered for a unit move, the planner must consider all the support needed for the move.

4.5. Force Utilization.

4.5.1. TPFDDs are the primary means for the Air Force to evaluate the level and availability of support required for viable scenarios. Some CONPLANs may require development of a TPFDD.

4.5.2. Air Force active duty, Air National Guard (ANG), and Air Force Reserve Command (AFRC) organizations are expected to be capable of providing resources organized and equipped according to standard US Air Force Manpower and Equipment Force Packaging System (MEFPAK) UTC configurations. However, operation planning must account for use and availability of active/Air Reserve Component (ARC) resources within JSCP response options. Therefore, when building/sourcing Core UTC Packages, it is imperative to use active support units with active aviation units. ANG and AFRC aviation may use active, ANG, or AFRC support.

4.5.3. Maximum combat capability is attained through the accelerated deployment of augmenting combat forces consistent with transportation, tanker support, and reception constraints.

4.6. Manpower Force Tailoring. Manpower force tailoring is any change to manpower requirements in the OPLAN (TPFDD or DRMD) as stated by the supported AFCC. Authorized substitutions (refer to paragraph 4.19.4.5.) do not drive changes to requirements and therefore do not constitute tailoring. Workload drives manpower changes.

4.6.1. As the force employer, the AFCC establishes OPLAN requirements (deliberate or execution) to effectively accomplish assigned missions. The process normally begins by tasking standard UTCs in the TPFDD. Once the standard UTC manpower requirements are changed, the force tailoring process has automatically begun. All manpower force tailoring must be documented and approved by the supported AFCC. As support requirements may be affected by any requirement change, the AFCC must ensure support requirements are appropriately tailored as well.

4.6.2. Any interested agency (supporting MAJCOM, ANG Readiness Center, AFRC, deploying base, employing base, and intermediate headquarters) may recommend changes to manpower requirements to the AFCC through the chain of command. While informal coordination of recommended changes through functional channels and across chains of command (e.g., between deploying and employing bases) is acceptable and encouraged, formal coordination must be channeled through the Manpower, Organization and Quality staff at each level of command to ensure evaluation, staffing, implementation, and documentation in JOPEs and COMPES. Refer to AFI 38-205 for manpower force tailoring procedures.

4.6.3. Manpower force tailoring requires:

4.6.3.1. JOPEsREP force movement characteristics data for all tailoring to standard UTCs.

4.6.3.2. COMPES logistics planning file (LPF) data and manpower requirements AFSC-level detail for tailored standard and non-standard UTCs.

4.6.3.3. AFCC FAMs are the primary review authorities for their UTCs and will deconflict any force requirements when they tailor UTCs.

4.6.4. If the supported AFCC delegates its manpower force tailoring authority, then its manpower and quality staff must send a message identifying the delegated authority to AF/XPMR, AFMRF, AF/XOOW, AF/ILXX, AF/DPXC, and all MAJCOM XP/DO/DP staffs. The agency receiving the delegated authority must ensure the appropriate evaluation, staffing, implementation, and documentation of manpower force tailoring actions is accomplished.

4.7. Force Modules. Force modules (FMs) are a planning and execution tool which use defined combinations of force capabilities which are linked together through JOPES ADP software. Normally, FMs represent combinations of combat units with their required supporting units, as well as an appropriate amount of logistics supplies to sustain the units for a specified period dependent upon materiel stockage, prepositioning objectives, and assets availability.

4.7.1. Once an OPLAN TPFDD is completed, any number of combinations of forces and support within the TPFDD can be electronically linked through JOPES software to allow rapid extraction and manipulation to satisfy planning requirements. Once identified, these FMs give the planners the flexibility to respond to changes during execution planning. OPLAN-dependent FMs should be used to identify:

4.7.1.1. Forces and support needed for flexible deterrent options.

4.7.1.2. Swing forces and support.

4.7.1.3. Categories of forces (i.e., all fighters, all C-130 units, all Red Horse UTCs, etc.)

4.7.1.4. Individual units and associated support.

4.7.1.5. Core UTC packages.

4.7.2. FMs, using the JOPES FM software, provide the capability to modify existing OPLANs or to rapidly build a TPFDD in a No-Plan situation.

4.7.3. JOPES standard computer software is used to allow the identification of FMs within a given TPFDD file data base. Each individual ULN, CIN, and PIN could be associated with one or more FMs and a capability to aggregate the personnel and cargo movement requirements associated with the respective modules. Each FM is identified by a three-character alphanumeric identifier. File space within JOPES software has been allocated to provide each user with the capability to retrieve a standardized set of data concerning each module.

4.8. Intra-Service Data Exchange. Deployment and employment planning within the Air Force requires the development and communication of data.

4.8.1. The means of communicating these detailed planning data among Air Force commands and agencies is through the exchange of suitably prepared JOPES TPFDDs and COMPES detailed plan requirements data and LPFs.

4.8.2. Detailed logistics force definition data are available in the COMPES logistics force packaging (LOGFOR) subsystem and logistics planning (LOGPLAN) system of each MAJCOM. Equipment tailoring must be according to procedures established in **Chapter 16** using the COMPES LOGPLAN system.

4.8.3. Detailed manpower force definition data for standard UTCs are available in the COMPES MANPER Manpower Force Packaging System (MANFOR) located in each MAJCOM and base with

a MANPER system. Force definition data for specific plans, reflecting the actual use of standard UTC data as well as tailored and nonstandard requirements, are contained in the plan requirements data base prepared for each plan either at the supported AFCC intermediate headquarters or employment base. Requirements tailoring must be accomplished per procedures in this chapter.

4.9. Operation Plan Tasking Policy. To facilitate transportation planning, all Air Force TPFDDs must reflect planning origin information. Because of the detailed levels of planning completed during the deliberate planning cycle, all Air Force OPLANs written to support unified command plans must include the specific tasking of Air Force units identified by unit identification code (UIC) to fulfill the TPFDD force requirements as follows:

4.9.1. All augmenting combat (flying) and support (non-flying) forces will be specifically tasked, as deemed appropriate, by the supported and supporting commands and Air Staff plans personnel. The supported AFCC will notify supporting MAJCOMs and bases/wings of beddown changes, as soon as practicable, prior to the effective date of the TPFDD or movement, and will include any new requirements to support the changed tasking. All supporting documentation should be forwarded to the unit as soon as possible after the change is initiated.

4.9.2. All MAJCOMs which develop OPLANs supporting the Joint Strategic Capabilities Plan (JSCP) must maintain current unit and detail manpower and logistics tasking for the first 15 days of deployment.

4.9.3. Required Air Force forces will be tasked in the supported unified CINC's basic OPLAN. Supporting MAJCOM OPLANs will document their portions of these taskings.

4.9.4. Supporting commands will notify the supported commanders of changes that occur to tasked units.

4.10. TPFDD Fields for Force Requirements and Capabilities (JOPESREP Force Requirement). The planning community must identify UTCs; service reserve codes; active, ANG, or AFRC units; the providing organization codes; force destination; and required delivery date (RDD) in the JOPESREP force requirement and routing element.

4.10.1. All Air Force TPFDDs will be sourced according to HQ USAF/XOOW instructions. Sourcing conferences will be initiated by HQ USAF/XOOW when deemed appropriate.

4.10.2. No TPFDDs will be sourced without prior coordination and approval of HQ USAF/XOOW.

4.10.3. This data enables the supporting command to select forces to fulfill the designated force requirements. Core UTC and OPLAN sourcing have priority over base-level assessment resources. Specific instructions will be provided prior to any Air Force sourcing conference by HQ USAF/XOOW.

4.10.4. The JOPESREP force routing and requirement element used for communicating this information must be completed according to procedures in CJCSM 3150.16.

Section 4C—OPLAN and CONPLAN Development

4.11. Responsibilities of HQ USAF/XOOW.

4.11.1. Maintain the Core UTC packages in accordance with Chapter 5, **Section 5D** of this manual.

- 4.11.2. Maintain the Air Force UTC Availability data base.
- 4.11.3. Maintain the War and Mobilization Plan, Volumes 1 - 5.
- 4.11.4. Organize and chair the Air Force-wide OPLAN TPFDD sourcing conference.
- 4.11.5. Represent the Air Force at joint planning conferences.

4.12. Responsibilities of Supported AFCCs.

- 4.12.1. Using JOPES procedures and processes, AFCCs will develop OPLAN draft TPFDDs based on CINC-provided planning guidance and the planned employment concept. The planning guidance contained in the WMP-1, Basic Plan, should guide support force planning. Also, they will create the Centralized Plan Requirements Data Base, drmd, from the approved TPFDD and maintain it to ensure requirements and sourcing are accurately documented. They will then notify the supporting majcoms when their requirements in the centralized plan data base have changed. The AFCC may delegate this function to its supported majcom. the centralized plan data base will be the primary source for individual requirements. the data base will reside at either the supported AFCC or supported majcom. (This centralized plan requirements data base is also used for execution planning.)
- 4.12.2. Select, time-phase, and beddown combat forces by UTCs reflected in the WMP-3, Part 1. Combat forces must not exceed WMP-3, Part I availability for each CINC in any given OPLAN scenario.
- 4.12.3. Using the CUP concept described in **Chapter 5**, select the CUP for beddown with its associated aviation units to provide the baseline for further refinement. If possible, support UTCs in CUPs should be time-phased within plus or minus two days of the aviation unit. Excess UTCs in the CUPs (due to in theater War Reserve Material, host nation support, etc.) will initially be identified by a Latest Arrival Date (LAD) of C888. They will remain in the TPFDD until after Air Force sourcing is completed. The component may then remove these excess UTCs from the TPFDD.
- 4.12.4. Analyze the in-theater base support capability (computed at wartime rates) and host nation support agreements to ensure all applicable functional areas are included for each beddown. Support requirements not addressed by the CUPs will be added to the TPFDD and time-phased.
 - 4.12.4.1. Comply with WMP-3, Part 2 support force UTC apportionment. If UTCs are required above the apportionment, other means, such as host nation support or contract services, should be pursued to meet the requirement.
 - 4.12.4.2. Updated WMP data bases will be made available periodically on GCCS. Use JOPES TUCHA data for UTCs needed but not listed in the WMP or for data that may have changed since the WMP was published.
- 4.12.5. Source from in-theater any requirements over and above the CUPs prior to Air Force-wide sourcing.
- 4.12.6. Use only approved standard MEFPAC UTCs. If there is no way to use a standard UTC, then a nonstandard UTC must be included to describe a force requirement. Refer to figure 4.1. for the correct UTC subcategories. COMPES detailed AFSC-level plan requirements data and detailed COMPES LPF data will be created for all nonstandard UTCs (see paragraph 7.11.5.). If the supporting detail is not provided for a nonstandard UTC, inaccurate or no movement requirements will be generated and the UTC will be deleted from the TPFDD.

Figure 4.1. Subcategories for Describing Nonstandard UTCs.

Unit Type Codes (UTC)	Force Type	Unit Type Descriptions
ISZ99	ADI	AIR DEFENSE, MISC
3AZ99	TSS	SUPPORT, MISC
3BZ99	SBS	BOMBARDMENT, MISC
3CZ99	ACC	ABCCC, MISC
3DZ99	TEW	TEW-INTEL, MISC
3EZ99	ADI	FIGHTER INTERCEPTOR, MISC
3FZ99	TFS	FIGHTER SQUADRON, MISC
3MZ99	AES	AEROMEDIVAC, MISC
3NZ99	TAS	AIRLIFT, MISC
3RZ99	TRS	RECONNAISSANCE, MISC
3SZ99	SOF	SPECIAL OPERATIONS, MISC
3TZ99	ARR	AIR RESCUE AND RECOVERY, MISC
3WZ99	WEA	WEATHER, MISC
3YZ99	ARS	AIR REFUELING, MISC
4FZ99	CES	ENGINEERING, MISC
6ZZ99	CSS	COMM-COMPUTER, POSTAL, INFO MANAGEMENT
TEZ99	ACE	AIRLIFT CONTROL, MISC
TFZ99	TCS	TAC AIR CONTROL SYS, MISC
9AZ99	HQS	HEADQUARTERS, MISC
CZZ99	CMD	JMA AUGMENTATION
FFZ99	MED	MEDICAL, MISC
HFZ99	MNT	MAINTENANCE, MISC
HHZ99	MMS	MUNITIONS, MISC
JFZ99	SUP	SUPPLY, FUELS, MISC
PZZ99	INT	INTELLIGENCE, MISC
QFZ99	SPS	SECURITY FORCES, OSI, MISC
RAZ99	ADM	INFORMATION MANAGEMENT
RFZ99	PER	PERSONNEL, MISC
TFZ99	TNG	TRAINING, MISC
UFZ99	TRN	TRANSPORTATION, MISC
XFZ99	SPT	BARE BASE SPT, MISC
XRZ99	ARR	RESCUE, MISC
XWZ99	WEA	WEATHER, MISC

NOTE: These subcategories for UTCs must be used for functional areas normally described by non-standard UTCs. JOPESREP format procedures apply. Manpower and logistics detail is mandatory. The Z99BB format will only be used with a force indicator code (FIC) of 7 in Air Force TPFDD products.

4.12.7. Assign FRNs at the UTC level in accordance with the CINC's guidance.

- 4.12.8. Consider transportation, tanker support, and reception constraints and force availability dates in establishing the required delivery dates (RDD).
- 4.12.9. Prepare JOPESREP force requirement and routing data according to procedures in CJCSM 3150.16. Prepare logistics tailoring information according to procedures in **Chapter 16**.
- 4.12.10. After component TPFDD completion, advise by message the availability of the draft TPFDD in automated format and the associated COMPES detailed plan requirements data and LPF data to HQ USAF/XOOW, ILXX, XPMR and to all supporting MAJCOMs and planning agencies.
 - 4.12.10.1. JOPES will be the primary plan distribution method. File transfer service within GCCS will be the secondary plan distribution method.
 - 4.12.10.2. A printed hard copy will be provided to the other non-GCCS supporting MAJCOMs and field operating agencies (FOAs), as requested.
- 4.12.11. Develop force movement characteristics for possessed nonstandard force requirements.
- 4.12.12. At the sourcing conference, force requirements that lacked sourcing (not sourced through the Core UTC concept or in theater assets) are sourced.
- 4.12.13. Develop resupply requirements for notional and actual movement requirements. Notional resupply requirements are developed using the JOPES logistics estimator software. However, the notional resupply requirements cannot be processed until force planners can provide a sourced forces TPFDD to logistic planners. Actual movement requirements can be developed after the OPLAN War-time Aircraft Activity Report (WAAR) (RCS: HAF-XOX (A&AR)9001) and Expenditure Per Sortie Factors (EPSFs) are developed, which is used to produce the applicable OPLAN Wartime Consumable Distribution Objective (WCDO).
- 4.12.14. Develop replacement and filler/replacement personnel requirements for all forces in the TPFDD.
- 4.12.15. Incorporate HQ USAF, MAJCOM, and planning agency comments and completed force unit identification elements, and finalize the TPFDD.
- 4.12.16. Participate in TPFDD refinement conferences as tasked by the Joint Staff.
- 4.12.17. Finalize the TPFDD and make it available through GCCS to all MAJCOMs who provided forces or were tasked in the plan and to HQ USAF/XOOW.
- 4.12.18. Build OPLAN-unique force modules within the TPFDD to meet the planning objectives and specification of the unified command.
- 4.12.19. If a scheduled effective date has not been established, then within 7 days of receipt of CJCS notification of approval of a new or revised OPLAN TPFDD, notify HQ USAF/XOOW and the appropriate supporting commands and agencies that the pertinent TPFDDs were approved and are effective. This will ensure all responsible agencies are informed of new or changed OPLAN TPFDDs.
- 4.12.20. Provide TPFDD data and requirements resource analysis to base-level for use in reception planning.
- 4.12.21. Perform periodic maintenance on the TPFDD and Centralized Plan Requirements Data Base.

4.12.22. Ensure the TPFDD is kept up to date from the Centralized Plan Requirements Data Base on a regular basis.

4.13. Responsibilities of Supporting MAJCOMs and Force Providing FOAs. Supporting MAJCOMs and force providing FOAs (including the ANG) will:

4.13.1. Provide an update to the HQ USAF/XOOW Air Force UTC Availability data base upon request.

4.13.2. Participate in the Air Force-wide sourcing conference and provide input, such as adding all forces and support which are considered necessary to support the OPLAN but that remain under supporting command control. Provide complete TPFDD elements to the component command to include in the TPFDD. HQ AFRC and the ANG will participate and provide input to the Air Force-wide sourcing conference and maintain close coordination with the gaining MAJCOMs.

4.13.2.1. Use WMP-3, Part 2, priority guidelines, contained in the Preface, to determine support force availability.

4.13.2.2. The JOPEsREP code for providing organizations for those MAJCOMs not identified in the JOPEsREP table will be "F."

4.13.3. Continue to monitor OPLAN TPFDD development until finalized, making inputs as necessary. Develop and forward force movement characteristics for nonstandard UTCs to the Air Force component of the supported CINC prior to the TPFDD being frozen by the CINC. If supporting detail specified in this chapter is not received, the nonstandard UTC will be deleted from the TPFDD; otherwise the TPFDD will contain incomplete unit tasking information.

4.13.4. Air Mobility Command (AMC) will incorporate AMC mission support requirements, based on the best available data, into the unified command TPFDD during OPLAN development.

4.13.4.1. These forces must be added to the TPFDD in the largest practical unit dimensions possible and must be limited to the initial positioning of Aerial Port Forces and Tanker Airlift Control Elements (TALCE) at the required Port of Embarkation or Port of Debarkation (POE or POD).

4.13.4.2. The TPFDD must show the total TALCE requirement but must not show TALCE reconfiguration or additional intra-theater or CONUS movement to support changes in stations or station workloads.

4.13.5. Ensure Air Force units in direct support of other service forces are included in the supported CINC's TPFDD. In the unit force record, reflect that the forces are to be moved from the same POE to the same POD in the same time frame as the other service unit being supported.

4.13.5.1. Weather elements, joint communications elements, and forward air control elements are primary examples. All weather requirements will be included in the theater Air Force component TPFDD. All Air Force UTCs supporting Army forces will be force requirement number (FRN) linked with the headquarters element or sub-element of the Army combat force supported.

4.13.5.2. In some cases, Air Force units providing direct support for other service forces are included in the UTCs for that service, such as TACPs supporting the US Army. In this instance, the providing command must ensure effective alert and reporting procedures are established with the applicable Army component.

4.13.6. Provide specific planning origin information for all combat and support force requirements that can be sourced.

4.13.6.1. Unless specifically tailored, all force requirements will be sourced to deploy at full UTC authorization, that is, total primary mission aircraft inventory (PMAI) and authorized personnel and equipment.

4.13.6.2. It may be necessary to "source" the force requirement from more than one base. However, priority must be given to meeting the OPLAN latest arrival date for each force requirement, even though the full UTC authorization may not be met. When a force requirement is sourced from two or more locations and the fragmentation code is used, the manpower requirements of each unit line number (ULN) must be defined using SRF USAF force supplement (manpower) data. These data must be provided to the Air Force component of the supported CINC.

4.13.6.3. GEOLOC codes must be provided for equipment resupply and personnel replacements.

4.13.7. Keep organizations providing resources advised of any change in applicable plans, for example, new or revised plan, PID change, and TPFDD refinement changes. Accomplish this within 30 days after the supported component command has notified the supporting organization of the changes.

4.13.8. When tasked to support OPLANs, develop planning documents which address mobility and deployment planning for supporting their OPLAN taskings. Provide copies of these documents to the AFCC which has primary planning responsibility for review and comment.

4.13.9. At least 30 days prior to the scheduled supported commander OPLAN submission to the CJCS, or within 60 days after the Forces/Logistics TPFDD refinement conference for non scheduled OPLANs, provide installation deployment officers and wing/group DOs (Military Personnel Flights in the ARC) with the deployment taskings for their units. Parent MAJCOMs are responsible for providing deployment requirements manning document (DRMD) deployment taskings for their units which are tenants unless other formal arrangements have been made.

4.13.10. At least 30 days prior to the scheduled supported commander OPLAN submission to the CJCS, or within 60 days after the Forces/Logistics TPFDD refinement conference for non scheduled OPLANs, provide all tasked units' wing/group plans office with their pertinent TPFDD information. This data will be extracted from an "all forces" TPFDD and include the following:

4.13.10.1. All records that show the wing/group home base as origin, port of embarkation (POE), port of debarkation (POD), destination, or intermediate stop.

4.13.10.2. All records that show the wing/group beddown base as origin, POE, POD, destination, or intermediate stop.

4.13.10.3. All records that will beddown at the wing/group's destination(s).

4.13.11. Coordinate with the supported AF component and the sourcing agency which owns the affected record before changing any record in the TPFDD. Coordination may be accomplished via teleconference, written communication, or through the "plan9698" limited newsgroup in GCCS.

4.14. TPFDD Maintenance. The Air Force portion of a supported CINC's TPFDD will be maintained under a separate JOPES PID on the AFCC's GCCS host and updated as required. The component will ensure RDA access and JOPES permissions are granted to MAJCOMs and FOAs to facilitate maintenance. This will provide a current, executable OPLAN TPFDD. This updated TPFDD will be used at

execution, for unit training requirements, and for exercises and evaluations. TPFDD maintenance will be accomplished under the following circumstances:

- 4.14.1. The supported CINC determines that TPFDD maintenance is required.
- 4.14.2. The AFCC feels it necessary.
- 4.14.3. If directed by HQ USAF/XOOW.
- 4.14.4. A year has passed since the last review/creation of the TPFDD.

NOTE: No Air Force component or MAJCOM will identify any new wartime beddown location for any units unless there is a corresponding, coordinated TPFDD which designates unit and unit support changes.

4.15. CONPLAN List of Forces. Normally, AFCC CONPLANs contain a listing of combat forces only.

- 4.15.1. Support forces are normally not included in this listing unless the involved component command dictates that level of planning. If support forces are included, they may be listed by individual UTCs or by packages of support summarized by location.
- 4.15.2. A TPFDD is not required for all CONPLANs. A TPFDD will be generated during the execution planning phase when the CONPLAN is expanded and converted into an OPORD or when directed by CJCS or the supported CINC.

Section 4D—How To Develop the TPFDD and COMPES Plans Data Base During Execution Planning

4.16. Relationship of Execution Planning to OPLAN Development. Execution planning differs from deliberate operation planning in two basic ways:

- 4.16.1. Execution planning is time-constrained and requires the most current information on actual and available allocated units.
- 4.16.2. Deliberate operation planning is less time-constrained and involves apportioned forces which may include both actual and notional, or type unit data.

4.17. Criteria for Effective Execution Planning. An effective execution planning capability:

- 4.17.1. Employs simple procedures highly similar to the deliberate planning procedures that lead to a high degree of understanding between those commands gaining and those providing forces.
- 4.17.2. Incorporates a rapid, yet effective means of communicating planning data among commands. Currently, the most effective means of communicating these data is via JOPES, COMPES, the secure telephone, GCCS newsgroups, facsimile (FAX), or message.
- 4.17.3. Has the ability to determine the gaining command's current resources, by base and function, so that augmentation UTC requirements can be established.
- 4.17.4. Uses JOPES and supporting ADP to achieve the objectives in Paragraphs 4.17.1 through 4.17.3 above. ADP systems can provide significant assistance to execution planning if the systems:
 - 4.17.4.1. Are user friendly and have sufficient trained operators.
 - 4.17.4.2. Employ standard procedures.

4.17.4.3. Facilitate the rapid communication of the necessary data.

4.17.4.4. Interface with other standard ADP systems.

4.17.4.5. Possess the ability to retrieve rapidly and manipulate pre-stored standard data. Such data, if accessible by all commands engaged in execution planning, can provide a common departure point, be tailored to the developing situations, and be rapidly exchanged among commands.

4.18. Support for Execution Planning. The Air Force maintains detailed type unit planning data in a computerized form using the COMPES to facilitate inter-command communication of this data for effective execution planning.

4.18.1. COMPES provides:

4.18.1.1. A two-way interface with JOPES to provide joint users with Air Force required levels of planning detail.

4.18.1.2. Identification of in-place assets.

4.18.1.3. Interface with MEFPK data.

4.18.1.4. Ability to produce JOPESREP data for nonstandard force requirements.

4.18.1.5. Ability to communicate data through AUTODIN.

4.18.1.6. Ability to tailor manpower and logistics data due to theater-unique requirements (such as host nation support, pre-positioned WRM, etc.).

4.18.1.7. Ability to reflect standard, tailored, or nonstandard information in detailed plan requirements data format and communicate this information directly between headquarters and bases.

4.18.2. The COMPES plans data base will be built and maintained on MANPER-M.

4.18.3. These COMPES capabilities enhance the timeliness and accuracy of response during execution planning.

4.19. Execution and No-Plan TPFDD Development Procedures.

4.19.1. AFCCs of supported CINCs will:

4.19.1.1. Based on allocated forces, select combat forces from WMP-3, Part 1, an existing WMP-3, Part 1 data base force list, an OPLAN, or a force module; and review, update, and determine their beddown, as required. The required combat forces will be identified by placing their UTCs in an execution TPFDD. Each TPFDD record will include beddown information and identification of the organization providing the force (through use of the providing organization code as defined in JOPESREP) and Required Delivery Date (RDD).

4.19.1.2. Determine the support forces required by initially using the CUP concept described in **Chapter 5**, analyzing the capability of in-theater base assets support (computed at wartime rates) and the concept of operations. The support force requirements will be identified by placing UTCs in the execution TPFDD. Each TPFDD record will include beddown information and identification of the organization providing the force and Required Delivery Date (RDD).

4.19.1.3. For each FRN in the TPFDD, input theater movement information which will include port of debarkation, earliest arrival date, and latest arrival date.

- 4.19.1.4. Using the FRN, develop the JOESREP force definition supplement element and logistics force definition changes required of existing UTCs. Provide manpower tailoring information for detailed plan requirements data, and DRMDs.
- 4.19.1.5. Develop, by FRN, JOESREP service force definition supplement element and logistics force definition data for all nonstandard UTCs. Provide nonstandard manpower DMD detail. (See **Figure 4.1.** for subcategories to be used in TPFDDs.)
- 4.19.1.6. Provide completed JOESREP and COMPES MANPER data to support the CINC and the HQ USAF CAT.
- 4.19.1.7. Direct liaison between supported and supporting Air Force components (supporting agencies) is encouraged for coordinating details of deployment. Request appropriate supporting Air Force components (supporting agencies) to source TPFDD UTC requirements. Ensure supporting Air Force components (supporting agencies) are notified of the TPFDD plan identification number, TPFDD availability, and any applicable GCCS newsgroups. Direct equipment shortfalls to the HQ USAF/CAT for resolution. Direct requests to fill personnel shortfalls to the Air Force Personnel Center according to AFI 10-215.
- 4.19.1.8. If required, designate an executive agent to facilitate TPFDD development. In this case, the executive agent will have tasking authority as directed by the supported Air Force component commander.
- 4.19.1.9. Via GCCS or AUTODIN message, communicate additions, deletions, and changes to manpower and logistics force definition data to the providing command.
- 4.19.1.10. Review, update, and determine non-unit logistics and manpower requirements and include in the TPFDD. Coordinate through HQ USAF, AMC, and applicable MAJCOMs for resupply of stocks not available in theater.
- 4.19.1.11. coordinate applicable theater requirements with employment bases as appropriate.
- 4.19.1.12. review requirement changes proposed by supporting majcoms and employment bases and notify appropriate agencies of approvals. the AFCC may delegate this function to its supported majcom.
- 4.19.2. Employment locations will:
 - 4.19.2.1. review all requirements.
 - 4.19.2.2. send proposed requirement changes to the supported AFCC.
 - 4.19.2.3. ensure requirements are accurately documented.
- 4.19.3. Supporting MAJCOMs and force providing FOAs must:
 - 4.19.3.1. Provide the required combat and support forces, based on UTC tasking assignments. This will be accomplished by placing the UICs in the TPFDD. The origin and Ready to Load Date (RLD) should also be entered. If the organization cannot fill requirements, then they will notify the supported AFCC.
 - 4.19.3.2. Based on planning data received from requesting commands:
 - 4.19.3.2.1. For logistics, develop tailored TPFDD information using actual unit data. For manpower, do not change the original planned manpower requirements data, but reflect the

AFSC of the deploying member, where different from the requirement per approved substitution rules, in the mini-record corresponding to the ULN being deployed.

4.19.3.2.2. Advise the gaining command by FRN of any necessary manpower or equipment changes resulting from unit uniqueness.

4.19.3.2.3. Identify sources meeting all force requirements.

NOTE:

It may be necessary to tailor or task more than one unit to fill the force requirement. However, priority will be given to meeting the OPLAN latest arrival date for each force requirement, even though the full UTC authorization may not be met.

4.19.3.2.4. Forward JOPESREP data elements for all units that vary from the standard to the supporting CINC; for example, HQ AMC forwards variation data reflecting required alterations to TPFDD flow to US Transportation Command (USTRANSCOM). For service inputs of tailoring data, provide JOPESREP elements to the component of the supported CINC, for example, HQ ACC reports a unit's requirements due to modified readiness spares packages to HQ USAFE.

4.19.3.2.5. Advise the gaining command of any necessary changes in non-unit movements.

4.19.3.2.6. In cases where planning data is not provided by the supported Air Force component in detailed plan requirements data base, DRMD format, supporting organizations will either build requirements in the COMPES plan requirements data base to supported command specifications reflected in the TPFDD at their headquarters, or provide necessary PID, ULN, UTC, RDD, and other information for their subordinate units to build these data bases. In the absence of sufficient standard, nonstandard, or tailoring information to provide full requirements detail, subordinate units will be directed to prepare the detailed plan requirements data base and generate mini-records reflecting actual deployment of people. Mini-records on all deploying personnel will be provided up channel to the appropriate personnel function prior to deployment when possible, but not later than 24 hours after deployment.

4.19.3.2.7. Validation process. The validation process involves close coordination between supported and supporting commands and Service components. Supported Air Force component validates force requirements to their supported commander. Supporting agencies validate their support forces that have not yet chopped to the supported command to their supporting command (HQ USAF for Air Force supporting agencies), who validates to the supported command. The supported command's TPFDD LOI will set forth guidance regarding procedures and direction for TPFDD validation. The TPFDD LOI will contain specific direction for supporting command components to preclude supporting commands from implementing non-standard TPFDD validation procedures for their components.

4.19.3.3. For Air Force deployments, report to the supported CINC the changes to airlift requirements for existing plans or generate airlift requirements when no plan exists. Forward airlift requirements and point of origin data to the supported CINC via JOPESREP data elements.

4.19.3.4. Provide HQ USAF CAT the information developed in paragraphs 4.19.3.1 through 4.19.3.3.

4.19.3.5. Review all requirements and send proposed requirement changes to the supported AFCC.

4.19.3.5.1. source the requirements to specific units and notify the supported AFCC of sourcing changes.

4.19.3.5.2. review the deployment base's proposed requirement changes and send those it agrees with to the supported AFCC.

4.19.3.5.3. ensure requirements and sourcing are accurately documented.

4.19.4. the deployment base will:

4.19.4.1. Review requirements and sourcing.

4.19.4.2. send proposed requirement and sourcing changes to its majcom.

4.19.4.3. ensure requirements and sourcing are accurately documented.

4.19.4.4. Provide tasked forces to its maximum capability and notify its MAJCOM of requirements it cannot satisfy.

4.19.4.5. Substitute forces only as authorized:

4.19.4.5.1. AFSC Substitution. Authorized AFSC substitutions are documented in UTC MISCAP statements and other official documents such as Air Force and MAJCOM instructions, WMP-1 functional annexes, and HQ AF/MAJCOM/FOA FAM written policies.

4.19.4.5.2. Officer Grade Substitution. Officer requirements may be satisfied by one grade higher or lower (e.g., a requirement for a captain may be satisfied by a captain, major, or first lieutenant) unless prohibited by documents listed above.

4.19.4.5.3. Enlisted Skill Substitution. Enlisted requirements may be satisfied by two skill levels higher or one skill level lower (e.g., a 5-level may be satisfied by a 5, 7, 9, or 3-level) unless prohibited by documents listed above.

4.19.4.5.4. Aviation UTCs. Supporting MAJCOMs and deploying wing commanders are authorized to substitute or not fill requirements at their discretion provided this action meets the capability explicitly requested by the supported AFCC or specified in the UTC's MISCAP statement.

NOTE: Do not delete requirements (of standard UTCs) from the DRMD based on troop ceilings or because a position cannot be filled at a specific period in time.

4.19.5. Manpower and Personnel at all levels facilitate the effective communication and coordination of executed TPFDDs, OPLANs, and any contingencies by translating the TPFDD into a DRMD and validating whether the force mix and organization structure will accomplish the intended mission. They are critical elements in manpower requirement and resource accountability demanded by Congress and senior Government leadership. It is essential to include them at the earliest moment in the processes addressed in 4.19.1 through 4.19.4. As a minimum, there should be one Manpower and one Personnel representative on every "close hold" list.

4.20. Filling Mobility Personnel Shortfalls. Since supported commands select UTCs to meet specific missions, all UTCs identified and sourced in TPFDDs are assumed to be fully manned and equipped.

4.20.1. During deliberate planning, primaries and alternates should be loaded against each deployment position, within the authorized manning of the unit, according to AFI 10-403.

4.20.2. For execution planning, when personnel or equipment shortages exist at base-level during execution, deploying UTCs must be fully operational. However, a UTC does not have to be 100 percent manned to be fully operational. To ensure tasked UTCs are deployed with the maximum capability possible, unit commanders must use judgment and consider circumstances in addition to personnel numbers, such as:

4.20.2.1. Overall Capability. To assess the capability of tasked UTCs, the commander should also look at leadership, AFSC mix, training, equipage, and morale. Consider the overall impact to all concerned UTCs before cross-leveling resources. A first deployed C-2 capable UTC should not necessarily be brought up to a C-1 status at the cost of degrading a later deploying UTC from a C-2 to a C-4.

4.20.2.2. Importance of Tasking. Consider the mission of tasked UTCs before taking cross-leveling action. The first deployed UTC may have a less important tasking in terms of location, mission supported, and relationship to and interaction with other forces deployed than a later deploying UTC.

4.20.2.3. Timing Between First and Subsequent Deployed UTCs. The greater the time between deployments, the higher the probability that backfill actions can be made to later deploying UTCs that provided resources to the earlier deploying UTCs.

4.20.2.4. Untasked UTCs. Personnel assigned to UTCs that are not tasked in the OPLAN/contingency operations being executed are available for use as backfill of tasked UTCs that need assistance before deployment. Execution always has priority over deliberate planning.

4.20.3. The supporting commander determines the capability of a tasked UTC and requests backfill only when required to bring that UTC to a fully capable status. If a base is unable to maintain team integrity on a tasked UTC (not fully operational) because of personnel being TDY, hospitalized, etc., then it is incumbent on the commander to first attempt to fill those vacancies from other on-base resources. These fills can come from personnel not assigned to any other UTC, or personnel occupying a position on an untasked UTC or a later deploying UTC. Local cross-leveling of personnel resources is required before going to the MAJCOM. MAJCOM cross-leveling of personnel resources is required before going to AFPC for backfill. If there are vacancies on later deploying UTCs, because of inherent shortages or because of reallocation of personnel to earlier deploying UTCs, then the base would need to work through its respective MAJCOM and then AFPC, to round out those UTCs. It is not necessary to backfill unexecuted UTCs unless there is a degradation of the base's war-time mission.

Chapter 5

CORE UTC PACKAGE CONCEPT

Section 5A—Core UTC Package Concept Overview

5.1. The Core UTC Package Concept. The Core UTC package concept is a methodology to improve the overall combat capability of the Air Force. There are specific objectives that the Core UTC package concept supports:

5.1.1. Improved Command and Control at Employment Locations. The Core UTC package ensures that a command structure is available at each location. Units are able to plan, train and exercise with the command structure that will be deployed to their planned wartime locations. Commanders are able to pre-plan work-arounds to account for known shortfalls that are consistent from OPLAN to OPLAN. Supported commands are able to more effectively integrate a standardized command and control structure into their host nation coordination and planning processes. Personnel at Air Staff, Air Force component, and subordinate unit levels involved in organizing the command structure at employment locations must know how AFI 38-101, *Air Force Organizational Structure* (formerly AFR 26-2), affect the organizational structure. AFI 38-101 provides for a provisional unit structure which is essential to the proper organization of units. AFI 51-604, *Appointment to and Assumption of Command*, contains rules about which officers may succeed to command at any level. Paragraph 20.6. of this manual also provides contingency organizational planning guidance not contained in AFI 38-101. XP, DP, and JA personnel should be consulted to ensure units are properly organized and commanded by officers legally authorized to do so.

5.1.2. Improved Transportation Planning:

5.1.2.1. Intra-CONUS transportation. Core UTC packages are sourced from the combat unit to the maximum extent possible without regard to their sustainment mission. UTCs that are not available from the combat unit are sourced from the MAJCOM host at home station. Remaining UTC requirements are sourced from the nearest available source to the highest priority units. Home station/regional sourcing allows the supporting units to rapidly travel to their associated combat unit's location and deploy as an integrated unit. This reduces the amount of intra-CONUS movement requirements as well as reducing the average distance required to travel prior to departure.

5.1.2.2. Intra-theater transportation. Departures from the combat aviation unit's home station allow airlift, in most cases, to transport the supporting UTC requirements directly into the final destination. By avoiding use of a separate POD, those units do not require intra-theater transportation.

5.1.2.3. Improved supporting unit closure times. Supporting units who can travel to, and depart from the combat unit's location avoid the normal delays associated with transit through the origin-APOE-POD-destination chain. Units that travel from the combat unit's origin directly to destination are able to reduce planned travel time anywhere from two to eight days.

5.1.2.4. Deploying commanders can better control supporting units departure and arrival. Since the supporting units within the Core UTC package assemble at home station prior to departure for the employment location, the deployment commander is able, within transportation constraints, to adjust when individual elements of the Core UTC package depart once the airlift flow begins. The

commander is assured that all critical links in the command, control, and support structure depart in the order they are needed at their final destination. Commanders are more assured that widely dispersed assets moving through the common user lift and intra-theater lift systems will arrive when needed. The commander can put the support into the destination when he needs it. Commanders are also able to implement work-arounds as the deployment progresses, since they know what capability has deployed and what capabilities are still waiting to move.

5.1.3. Improved Deliberate Planning Process and Reduced Planning Workload.

5.1.3.1. Each supported command will use the same Core UTC package for a given unit, including sourcing, in each TPFDD. The Core UTC packages are available within the GCCS system in TPFDD format and within the USAF WMP System. The master Core UTC database held by HQ USAF/XOOW, is maintained through scheduled maintenance, and is the single point of reference. Since the Core UTC package is designed to be identical from TPFDD to TPFDD, planning for possible pre conflict deterrent options or execution decisions is facilitated.

5.1.3.2. Because the Core UTC package provides the majority of the required support to beddown each combat unit, time spent determining basic requirements is reduced. Additionally, since the Core UTC packages are sourced and in TPFDD format, basic TPFDD build time can be reduced. Estimates of lift requirements can be pre-computed for each Core UTC package, thereby accelerating the course of action development.

5.1.3.3. The Air Force OPLAN sourcing conference, when held, can be simplified and its effectiveness increased. Major portions of the sourcing are complete prior to arrival at the conference. Additional time can be dedicated to refining the transportation aspects of the plan, thereby improving the overall transportation flow and reducing the supported commands' post-conference workloads.

5.1.4. Enhanced Unit Training. The Core UTC package, with home station sourcing, allows the units to train with the primary people who would actually be at the employment location. Commanders are able to develop and practice work-arounds since they will know where shortfalls in capabilities exist.

5.2. Core UTC Package Concept Tenets. The Core UTC package concept is founded on the tenets of self-supportability, unit integrity, sufficiency, and ingenuity. It is also ingrained with the spirit of "lean and mean." The Core UTC package concept, however, does not attempt to place a value judgment on the viability or necessity of whether or not individual functional areas should or should not be included within the Core UTC package. If essential for support, these UTCs should be added to the TPFDD during OPLAN development as beddown round-out UTCs. That determination is left to the individual functional area experts. The Core UTC package is sized and constructed to provide a consistent, coherent, readily identifiable command and support structure at a COB-type location in a limited warfighting configuration.

5.2.1. Some Core package UTCs will not be pre-sourced. If required in OPLANs, these Core UTC packages will be sourced during OPLAN sourcing conferences. The Core UTC package also allows beddown of multiple Core UTC packages at the same location without exceeding acceptable strength limits. The differences between active duty, guard, and reserve component peacetime manning and available UTC configurations is accounted for by varying the packages slightly. It also accounts for lead or follow-on beddown requirements. Follow-on packages are additive to a lead package and only deploy to a location with a lead unit. A lead core package must have an independent aviation unit. A

follow-on core UTC package can have either an independent or dependent aviation unit. Depending on the unit makeup and/or how it is bedded down in the OPLAN.

5.2.2. The Core UTC package concept does not "zero-out" all available UTCs. Significant numbers of additional UTCs remain available in each functional category to provide support capability augmentation at MOBs, and non-aviation destinations. The concept also does not dictate a single command structure. The commander of the employment location has the flexibility and responsibility to organize his units in a manner to ensure that command and control requirements, as well as Air Force organizational policies are met. The final command structure is based on employment location, bed-down of the other forces, host nation support and agreements, and the employment concept of operations. Finally, the concept does not negate the need for detailed deliberate planning. Each destination has to be carefully planned and the total augmentation requirements documented. The Core UTC package concept merely eases the planning process and allows more time in the planning cycle to plan other critical items, such as in-theater TPFDDs and retrograde planning.

5.3. Core UTC Package Structure:

5.3.1. Basic Deployment Element. The combat aviation squadron is the basic deployment element of the Air Force. Except for specially organized composite wings, each combat unit must be prepared to deploy and beddown as a squadron, anywhere in the world on short notice, and fight independently, or be integrated with other combat squadrons as their Readiness Spares Package (RSP) status allows. Dependent squadrons must be co-located with an independent squadron of the same weapon system. To support the combat squadron, a command and support structure must co-deploy to provide the functions of command and control, combat support, and combat service support. The command and support structure must overcome the "fog and friction" of war to achieve the necessary integration, teamwork, and interoperability of functions to effectively "fight the base" and sustain the projection of combat air power.

5.3.2. Deploying Structure. The deploying command and support structure provides a visible, coherent, and consistent level of support. The structure must be visible so there is absolutely no doubt "who's in charge" of the overall combat operation. Command of a deploying unit is determined by federal law and regulation. Consult AFI 51-604, *Appointment to and Assumption of Command*, and the servicing staff judge advocate to ensure the proper officer is in command. When aviation deployments at less than squadron size are envisioned, it is also necessary to consult AFI 38-101, AFMAN 10-401, chapter 20, paragraph 20.6., and the AFCC's organization staff to create provisional units. Finally, the structure must be consistent. A consistent structure ensures that no critical function is overlooked or neglected, as well as ensuring that the same functions and personnel are always available as the foundation of planning and execution.

5.3.3. Support Linkage. The Core UTC package concept links specific, sourced UTCs to individual combat aviation squadrons (or significant aviation deployment elements less than squadron size), which provides most of the support functions necessary to deploy and fight as a unit in a major regional level conflict. The Core UTC package contains specific UTCs from the spectrum of functional areas to provide the required command and support functionality.

5.3.4. Command and Supervisory Continuity. UTCs chosen for the Core UTC packages usually provide a clear chain of command and supervisory responsibility for each functional area and include a single individual who is readily identifiable and who is responsible for all activities of the functional area. The chosen UTCs also support a building block approach for establishing required support for

the combat aviation squadron destinations. The command and supervisory elements of each functional area are integrated, along with other such elements, to form a structure responsible for supporting the overall wartime mission of the combat aviation units.

5.3.5. Package Sourcing. Once sourced, the individual tasked units maintain a linkage with the combat aviation squadron. The supporting unit-aviation linkage will be maintained to the maximum extent possible. Re-sourcing of support units should not be necessary unless additional home station sourcing becomes available or sourcing becomes invalid.

5.3.6. Continuous Commander Input. The Core UTC package is normally planned to deploy concurrent with the linked combat aviation unit. The deploying commander, whose position is contained in the specific 9-series UTCs for each package, is the individual “in charge” of all assets encompassed within the Core UTC package. The specific responsibilities of the deploying commanders are outlined in **Section 5E** of this chapter. For all non-MOB beddown locations, a Lead Core UTC package will be designated by the component planner. The designated lead core commander is “in charge” of the initial US Air Force operations at that destination. The lead core commander is responsible for conforming to the supported command’s concept of operation. The officer who is to serve as the lead core commander must be eligible in accordance with AFI 51-604, *Appointment to and Assumption of Command*. Potential conflicts about which officer is lawfully entitled to command may arise when officers of differing grade and rank deploy within the same Core UTC package. These conflicts should be resolved as much as possible during planning and training phases. The servicing staff judge advocate can assist in these matters. Lead unit designation will be OPLAN specific.

5.3.7. Fundamental Package Types:

5.3.7.1. Lead Core UTC Packages. The Lead Core UTC package’s aviation unit will have an independent RSP. The Lead Core UTC package will be capable of supporting the combat aviation unit at a COB, FOL, or standby base with little or no additional support required, except to account for destination specific requirements or individual functional area deficiencies which were not adequately addressed within the Core UTC package. The lead Core UTC package can be planned to a MOB-type beddown. At OPLAN execution, once the final destination is verified to be a MOB, some minor package tailoring may be warranted. However maintaining the entire Lead Core UTC package in the OPLAN TPFDD will enhance OPLAN deconfliction and integration. It will allow increased flexibility to respond to unplanned OPLAN execution decisions to divert units to different beddown locations or move to intermediate locations without re-working significant portions of the TPFDD.

5.3.7.1.1. Each Core functional area provides a UTC which contains a designated functional area command or supervisory position that contains the person “in charge” of the UTCs of that functional discipline and that can be integrated into the Core UTC package commander’s command, control and responsibility structure. Each Core functional area will also have the basic or initial team or building block UTC. Normally, the command position will be contained within the initial UTC.

5.3.7.1.2. Unless unusual circumstances exist, the earliest arriving unit (either earliest RDD, or potential early arrival due to deterrent options) will be the Lead Unit. In addition, priority for designating Lead Unit status should normally be: (1) Active before Guard/Reserve; (2) theater-dedicated units over “swing” units. This priority methodology results in the units that

are most likely to get to a destination first, and which stay the longest being responsible for the planning for that destination.

5.3.7.1.3. In each lead Core UTC package the supported UTC functional OPR for each support functional area is “in charge” of all planning for that functional area’s operations. The Lead Unit functional OPR is responsible for ensuring all individual functional area assets are organized and integrated into a single functional entity. The designated Lead Unit functional OPR is responsible to the lead unit commander for directing the functional operation in support of the overall unit combat mission. Transfer of functional area command at the final destination will be as determined by the lead unit UTC package commander. The designation of unit commanders and assumption of command will comply with AFI 51-604, *Appointment to and Assumption of Command* and AFD 38-1, *Organization* and AFI 38-101.

5.3.7.2. Follow-on Core UTC Package. The follow-on Core UTC package augments and supports a lead Core UTC package. It is not capable of individual beddown in its normal configuration. The follow-on package’s aviation RSP will be determined by unit equipment or beddown user. The follow-on Core UTC package should be able to beddown at a MOB without tailoring.

5.3.7.2.1. Functional area UTCs in a follow-on Core UTC package are building block type UTCs. Unless a functional area is represented in an Lead package, it will not be included in the follow-on package. Primarily, the follow-on support Core UTC package contains UTCs which would be necessary due to the increases in base population caused by the additional aviation squadron, maintenance, and direct combat support.

5.3.8. Special Categories. There may also be special category lead and follow-on Core UTC packages. Examples may include: composite wing; Dual Base units; or Special Operations Forces split-unit operations. These, and others, are individually constructed to account for their unique modes of operation and beddown locations which do not exactly fit in the standard lead/follow-on Core UTC packages.

5.3.8.1. Undesignated Core UTC packages. Undesignated means the unit has not been designated as either “Lead” or “Follow.” Generally, this is because the unit is not authorized RSP. For expediency, these packages are configured as “Follow” units but will remain undesignated.”

5.3.9. Common Departure Point. The Core UTC packages for most aviation squadrons will deploy from the combat aviation unit’s origin. All units sourced to the Core UTC package will normally assemble and depart from the aviation’s origin. Core UTC packages can plan on having a departure “window” of plus-or-minus 2 days of the aviation’s planned departure date. The Core UTC package sourcing methodology ensures that sourced units have sufficient time to meet planned departure windows and should allow Core UTC package commanders to properly time-phase the departure/destination arrival of the Core package support.

5.3.9.1. Core UTC packages, whose aviation unit is capable of applying organic lift capability against a large portion of the Core package lift requirement may not have sufficient tonnage or passenger requirements to warrant airlift pick-up at home station. If so, the remaining Core UTC package personnel and equipment will normally depart from a single APOE in close proximity to the aviation unit origin. Core UTC package commanders plan and coordinate with the combat aviation squadron for the optimum use of the organic lift capability to ensure that required capabilities, personnel and equipment arrive at the final destination at the required time.

5.3.9.2. If for some reason the Core UTC package cannot be planned to depart from the aviation unit origin, all core units not located at the aviation's origin should assemble at the aviation's origin in preparation for travel to an APOE. This ensures that the Core UTC package commander gains control of the Core UTC package prior to departure. It also helps aggregate sufficient tonnage and personnel to sustain APOE-APOD channel movement over a short period of days.

5.3.10. Direct Deployment. The majority of Core UTC packages that embark at the aviation unit home station will fly directly to their final employment location. For those Core packages (or sub-elements of the Core) that are forced through APOE-APOD channels, reception and onward movement is the supported commander's responsibility. Forward movement planning is facilitated by having the Core package arrive and depart the APOE in an aggregated manner, and is moved forward in the same way.

5.3.11. Base Command and Control. All supported commands have developed and documented the command and control concept of operations for their theater's bases. The base-level command and control concept of operations will take into account the Air Force command and control capability that deploys within each lead and follow-on Core package. The supported commander must develop organization structure in coordination with the Manpower and Organization community. The supported commands' concept of operations will specifically address the following beddown situations, as they apply within their AOR:

5.3.11.1. Host Nation operated COB/FOL/BB (with and without Allied aviation units).

5.3.11.2. Allied COB/FOL/BB (with and without Allied aviation units) with multi-Service (Joint) aviation unit beddown.

5.3.11.3. Core UTC package integration with a MOB.

5.3.11.4. Any non-MOB with different-command Core UTC packages bedded down together; or same command, different-mission aircraft (i.e. bomber-tanker, tactical airlift-SOF, fighter-recce).

5.3.12. Operations Integration. Once deployed, the Lead Core UTC package commander directs the US Air Force operations in accordance with the supported command's published concept of operations and the specific beddown situation.

Section 5B—Core UTC Package Content

5.4. Core UTC Package Content. Except for the combat force and direct support, each Core UTC package of the same type contains essentially the same capability, especially in the combat service support areas.

5.4.1. Core UTC Package Sub-elements. There are two sub-elements within the Core UTC packages: Combat Core and Support Core. The combat core is specific to each individual supported squadron. It contains specific aviation, maintenance, wing/group headquarters, and combat support UTCs that are unique to the MAJCOM, MDS and number of aircraft in the linked aviation unit. The support core contains all remaining UTCs contained in the Core UTC package. The packages may vary from unit-to-unit within limits of acceptable substitution for some functional areas.

5.4.1.1. Combat Core. Includes combat and combat support UTCs unique to each supporting MAJCOM, and each specific linked aviation unit. The UTCs should match the UTC configuration which is listed in the War and Mobilization Plan, Volume 3, Part 1 (WMP-3, Part-1) for

world-wide deployment capability. The maintenance support UTCs are derived from the aviation UTC mission capability statement (MISCAP) contained in the WMP-3, Part-3. The remaining UTCs in the combat core are specific UTCs sized to fit the number of aircraft in the aviation UTC, or that support the specific type aircraft in the aviation unit. The specific UTCs assigned to each combat core package will be assigned after the individual aviation unit has been assigned a package type.

5.4.1.2. Support Core. Includes combat service support (CSS) UTCs that are beddown dependent and not necessarily dictated by the type or number of aircraft. Some UTCs are required to simply open the destination to flight operations. Others are base operating support (BOS) UTCs providing services necessary to “fight the base.”

5.4.2. Target and Substitute UTCs. For each functional area within the support core, there may be two or more sets of UTCs chosen to meet the Core UTC package requirement. The preferred UTC is called the target UTCs. The second set of UTCs would be substitution UTCs. These substitutions reflect current configurations of UTCs that provide a capability equivalent to the target UTCs, and reflect current UTC availability. The second set also accounts for the current differences between active, guard, and reserve UTC configurations.

5.4.3. Package Descriptions. The format to be used in describing the contents of the lead and follow-on Core UTC packages is to break individual package types into a combat core and support core. Within the combat core and support core, each represented functional area has target UTCs, substitution UTCs, and package notes. A given functional area may have UTCs in both the combat core and the support core, depending on the type of support provided. Tables 5.1 and 5.2 illustrate Core UTC package elements.

Section 5C—Core UTC Package Sourcing and Planning

5.5. Air Force Sourcing Priorities.

5.5.1. General Priorities. To ensure that the highest priority missions and requirements receive the necessary levels of support, general priorities are established. The objectives of the Air Force sourcing priorities are:

5.5.1.1. Provide maximum support for the supported commands’ highest priority requirements.

5.5.1.2. Ensure that, within the constraints of asset availability, the combat force is supported at a level sufficient to effectively and efficiently execute its wartime mission. This includes the ability to “fight the base.”

5.5.1.3. Maintain unit integrity within the unit as a whole, and within each functional discipline to the maximum extent possible, without degrading the Air Force capability to source the supported commands’ priority requirements.

5.5.1.4. Reduce OPLAN intra-CONUS and intra-theater transportation requirements through home station and regional sourcing.

5.5.1.5. Ensure that the combat force is supportable within the level of mobilization that gains that combat force.

5.5.2. Homebase sourcing units at a multiple command base.

5.5.2.1. All units at a multiple command base will be prioritized as a single group.

5.5.2.2. Initial homebase sourcing will be by command only (i.e. AFSOC forces sourced by AFSOC and ACC forces sourced by ACC).

5.5.2.3. Any sourcing requirements remaining will then be coordinated between affected command and other command(s).

5.5.3. Core UTC Package Priorities. The overall priorities for sourcing wartime requirements are outlined in the WMP-3, Part-2. Sourcing of Core UTC packages follows normal sourcing procedures and the majority of sourcing will come from the aviation commands. However, base host MAJCOMs (AETC, AFMC, etc.) also provide much of the sourcing of home station requirements. Listed below are the Air Force sourcing priorities for both Core UTC packages and all OPLAN requirements from deployable Air Force assets during deliberate planning. Sourcing priorities during a crisis will be determined on a case-by-case basis by the Air Staff FAM.

5.5.3.1. Unit integrity. Unit owned assets sourced against that unit's Core UTC packages.

5.5.3.2. Sourcing Core UTC packages from the home station of the combat aviation unit to which the Core UTC package is linked.

5.5.3.3. Lead Core UTC packages over follow-on Core UTC packages.

5.5.3.4. At each base, each MAJCOM's assets will be sourced first against its own units lead Core UTC package support core before being used to source other MAJCOM packages.

5.5.3.5. Regardless of MAJCOM or active/reserve component ownership, sourcing home station Core UTC package requirements from the combat aviation unit's home station prior to sourcing from outside home station.

5.5.3.6. Sourcing active duty assets before sourcing from reserve component assets.

5.5.3.7. Regardless of MAJCOM ownership, sourcing unfilled home station Core UTC packages from the nearest off-station asset.

5.6. General Planning Guidance. The integrity of the Core UTC packages will be protected to the maximum extent possible. The Core UTC packages are sized to normally allow multiple Core UTC packages to be bedded down together without exceeding acceptable robusting limits.

5.6.1. Force Modules. Each Core UTC package is treated as an individual force module. Core UTC packages are maintained in a master data base.

5.6.2. Deliberate Planning General Procedures. When building the initial OPLAN TPFDD, the apportioned aviation is established through the WMP System, extracted through COMPES OT&P. Once the aviation is established, the Core UTC packages for the apportioned aviation are extracted from the master Core UTC package data base in the WMP System.

5.6.2.1. The individual functional area manager then examines each destination to determine what other destination specific or roundout support UTCs are required. When multiple Core UTC packages are bedded down together, functional area managers should view the overall capabilities provided by the packages. If the multiple packages are not functionally correct, yet provide the right overall support, then they should be deemed acceptable.

5.6.2.2. If multiple Core UTC packages provide an unacceptable robusting, then only those functional areas that are excess should be identified as such.

Section 5D—Core UTC Package Documentation and Maintenance

5.7. Documentation and Maintenance Responsibilities. The following guidance is provided for the documentation of the Core UTC packages:

5.7.1. HQ USAF Core UTC Package Concept Responsibilities. HQ USAF/XOOW is the OPR for the Core UTC package concept and the overall Core UTC package data base. HQ USAF/XOOW is also responsible for coordinating the maintenance of the Core UTC package data base.

5.7.1.1. Information will be disseminated by HQ USAF/XOOW message.

5.7.1.2. Core UTC packages are maintained within GCCS. The Core UTC packages are entered into JOPES in TPFDD format under Plan 0900P.

5.7.1.3. Scheduled maintenance for the full data base will take place on a recurring 6 month interval. Quarterly TUCHA file updates will automatically be made by HQ USAF/XOOW.

5.7.1.4. Detailed procedures for identifying, linking, and extracting individual Core UTC packages from the data base, maintenance of the data base, and frequency of maintenance are to be developed separately and disseminated by HQ USAF planning and coordination instruction messages.

5.7.2. Aviation MAJCOM Responsibilities. HQ USAF is the OPR for the construction of the individual Core UTC packages linked to their combat aviation units. MAJCOMS will review and submit changes to Core Packages. The packages are maintained as coordinated and tasked within the HQ USAF planning and coordination instruction messages. The aviation MAJCOMs are also responsible for relaying the package information to the Core UTC package commander.

5.7.3. Supporting MAJCOM, FOA, and DRU are responsible for:

5.7.3.1. Notifying the package-owning command and HQ USAF/XOOW when sourced UTCs can no longer be supported.

5.7.3.2. Ensuring the Core UTC package information is disseminated to all units sourced to a Core UTC package. As a minimum, each sourced unit should be advised of the Core UTC package command, Core UTC package commander's unit designator, and the unit designator of the individual functional area command element which is supported by an owned unit. An all-Air Force TPFDD extract of the individual Core UTC package will suffice as the minimum information. All agencies should develop POC listings which facilitate the detailed coordination and planning within the individual Core UTC packages.

Section 5E—Core UTC Package Commander Responsibilities

5.8. Core UTC Package Commander Responsibilities. The Core UTC package commander is responsible for the detailed coordination, planning, and employment of the assets assigned and sourced within the commander's Core UTC package. The core package commander's involvement in the process is key to the success of the package concept.

5.8.1. Lead Core UTC Package Commander is responsible for:

5.8.1.1. All base-level planning for the deployment and execution planning, deployment execution, and employment of the forces and support assigned within the lead Core UTC package.

5.8.1.1.1. Developing and disseminating a specific command structure, which is specific to the individual Core UTC package, tailored to the needs of the wartime mission, and which integrates the full capabilities of the individual Core UTCs into a coherent force, capable of “fighting the base.” The command structure must clearly identify “who’s in charge” overall, and within each functional discipline. The structure should account for both tasked OPLAN and no-plan situations. The structure should also comply with AFI 38-101 and officers serving in command positions must qualify for command in accordance with AFI 51-604.

5.8.1.1.2. Conducting detailed, integrated deployment planning for all assets assigned and sourced within the Core UTC package. The commander is authorized to complete detailed load planning for deployment of the Units/UTCs assigned within the package. The package commander will coordinate with the units of other MAJCOMs or agencies which are sourced to his package to integrate their movement configurations and timing to best meet the needs of the package. Coordinating with the Air Force component to review the airlift validation procedures to ensure that USTRANSCOM and AMC can accommodate this flexibility in a no-plan scenario.

5.8.1.1.3. When a commander’s lead Core UTC package is planned to beddown with a follow-on Core UTC package, but not designated as the Lead Unit, the supporting package commander is responsible for ensuring that the UTCs assigned within his Core UTC package are integrated into the overall structure at the final destination. The supporting package commander will coordinate with the Lead Unit to time-phase the deployment of his package’s assets to best support the mission.

5.8.2. Lead Unit Core UTC Package Commander is responsible for:

5.8.2.1. Coordinating with the commanders of all other Core UTC packages deploying to the lead commander’s destination for the proper sequence of arrival for the other Core package’s assets and the integration of those assets into the overall end-destination force.

5.8.2.2. Conducting detailed employment and execution planning for the employment destination for all USAF assets at that base.

5.8.2.3. Ensuring the senior member of each functional area in the Lead Core UTC package conducts detailed, coordinated planning for the employment operation of that functional area.

5.8.2.4. Commanding USAF operations for all deployed assets in accordance with the published command and control concept of operations for the appropriate situation (host nation, Joint, etc.).

5.8.2.5. Developing work-arounds to compensate for known OPLAN shortfalls in personnel, materiel, equipment, or facilities.

5.8.3. Follow-on Core UTC Package commander is responsible for:

5.8.3.1. Conducting detailed deployment planning for the UTCs assigned to the follow-on Core UTC package, coordinating the sequence of deployment with the lead unit commander to support the overall wartime mission and enhancing the transition to a wartime posture.

5.8.3.2. Ensuring that each functional area conducts coordinated planning with the Lead Unit functional area command element to enhance integration into the employment force.

5.8.3.3. Integrating the follow-on Core UTC package assets into the destination command and support structure as planned and coordinated with the lead unit commander.

5.8.3.4. Providing feedback to the parent MAJCOM/gaining MAJCOM on the adequacy of the assets provided within the follow-on Core UTC package to supplement the capabilities of the Lead UTC package. Highlighting capability shortfalls or excesses identified through planning, training, exercising, or commander's visitation programs.

Figure 5.1. Core UTC Packages.

Lead Combat Core

Element

Wing/Group Command
 Aviation
 Aircraft Maintenance
 Munitions Maintenance
 Intelligence
 Fuels - 18 PAA TFS
 15 PAA TFSⁱ
 Combat Crew Communications
 Weather
 Combat Camera

Follow-on Combat Core

Element

Wing/Group Command
 Aviation
 Aircraft Maintenance
 Munitions Maintenance
 Intelligence
 Fuels
 Combat Crew Communications
 Weather
 Combat Camera

Lead Support Core

Element

Medical
 Supply
 Postal
 Security Forces
 CI/SpI
 Information Management
 PERSCO
 Manpower
 Historian
 Transportation
 Comptroller
 Base Ops Spt
 Chaplain
 Public Affairs
 Judge Advocate

Follow-on Support Core

Element

Medical
 Supply
 Postal
 Security Forces
 CI/SpI
 Information Management
 PERSCO
 Historian
 Transportation
 Comptroller
 Chaplain
 Public Affairs
 Contracting
 Civil Engineer
 Services

Contracting
Civil Engineer
Services
Fire Fighters
Communications

ⁱWill also support 10 KC-135, 10 KC-10, 10 C-130

Chapter 6

MANPOWER AND EQUIPMENT FORCE PACKAGING SYSTEM (MEFPAK)

6.1. MEFPAK. MEFPAK is the process for developing and describing standard, predefined manpower and equipment force packages and determining the deployment characteristics of these packages in support of JOPEs and COMPES. MEFPAK was established to provide standard descriptions of the units and elements to be used for wartime, contingency, and force planning to all levels of command. Standard force packages are uniquely identified in MEFPAK with a 5-character alphanumeric designator called a unit type code (UTC). The terms force package and UTC are often used synonymously. These standard unit descriptions/force packages are collected in two components of MEFPAK: the Manpower Force Packaging System (MANFOR) and the Logistics Force Packaging System (LOGFOR). MANFOR and LOGFOR are also components of COMPES. Standard UTCs are used in JOPEs and COMPES to identify manpower and logistics requirements for deployment, movement planning, and plan execution. A UTC becomes standard when it is registered in MEFPAK and entered in the Type Unit Characteristics (TUCHA) file with complete movement characteristics. Because MEFPAK data are distributed service-wide, using a pre-coordinated UTC reduces the amount of detailed planning and coordination needed during OPLAN development, review, and execution. UTCs are available through COMPES and published in the War and Mobilization Plan, Volume 3 (WMP-3), Part 3, Unit Type Codes, by HQ USAF/XOOW. MEFPAK updates occur quarterly. Figure 6.1. shows the relationship between MEFPAK and COMPES .

Figure 6.1. MEFPAK/COMPES Relationship.

M	MANPER-H (MANFOR)	MANPER-M (MANFOR)	C
E		MANPER-B (MANFOR)	O
F			M
P		LOGMOD (LOGFOR)	P
A			E
	LOGFOR (LOGMOD)	LOGMOD (LOGFOR)	
K			S

Note: The COMPES modules listed are not all inclusive. These directly relate to MEFPAK.

6.1.1. **MANFOR Description and Purpose.** MANFOR is a database containing UTCs, their titles, mission capability statements (MISCAPs), and manpower detail if required. The objective of MANFOR is to:

6.1.1.1. Provide Joint and Air Force planners with standardized force packages documenting manpower requirements for execution, operations, and deployment planning documents.

6.1.1.2. Provide a means to communicate standard wartime, force planning, and contingency manpower requirements to all levels of command within the Air Force.

6.1.1.3. Provide Air Force input to the JOPES TUCHA database.

6.1.1.4. Establish a baseline for communication among the MEFPK responsible commands.

6.1.1.5. Serve as the foundation for individual requirements documentation by operations planners at all levels.

6.1.1.6. The objective of MANFOR is achieved through the development of an Air Force-level approved, standard master database of force packages available in Joint and Air Force Command and Control Systems.

6.1.2. **LOGFOR Description and Purpose.** LOGFOR is used to collect and store logistics detail (LOGDET) for UTCs. LOGFOR provides:

6.1.2.1. Equipment planning data for use by Air Force units in their mobility plans.

6.1.2.2. A baseline for communication among the MEFPK responsible commands.

6.1.2.3. The foundation for individual UTC strategic airlift requirements estimates by operations planners at all levels.

6.1.2.4. Air Force logistics input to the TUCHA.

6.2. UTC Description. A UTC is the basic building block for determining detailed manpower and logistics support requirements. While a UTC normally represents both personnel and equipment, there are other types of UTCs covered later in this chapter.

6.2.1. **UTC Definition.** Force packages are represented by a 5-character alphanumeric code controlled by JS called a UTC. The assignment of a UTC categorizes each type organization into a class or kind of unit having common distinguishing characteristics. The first character of the UTC and the function it represents are provided in Joint Pub 1-03.21, table 6. Common Air Force UTC designators for deployment capability are listed at table 6.1. In COMPES, the MANPER and LOGMOD systems at both the MAJCOM and base-levels include a suffix to the UTC, which denotes various stages of development for the UTC. Definitions of UTC suffixes are at **Table 6.2.**

Table 6.1. UTC Functional Groupings (no I (India) or O (Oscar) designators are allowed by JS):

1	Air Defense and Missiles
3	Mission Aircraft
3A	Airborne Command and Control Aircraft
3B	Bomber Aircraft
3C	Airborne Battlefield Command and Control
3D	Electronic Combat Aircraft
3E	Air Defense
3F	Fighter Aircraft
3M	Military Airlift
3N	Tactical Airlift
3R	Reconnaissance Aircraft
3S	Special Operations Aircraft
3T	Search and Rescue
3W	Weather Aircraft
3Y ^c	Refueling Aircraft
4F	Civil Engineering
6A	Special Operations Communication
6F	Communications and Information
6K	Communications and Information Systems (Communications (E-1), Information Management, Postal, and Visual Information)
6S	Space/Nuclear
7E	Mobile Command and Control
7F	Theater Air Control Systems
81	Special Tactics, Combat Control
9	Unit Headquarters
9AA	Wing Headquarters
9AB	Group Headquarters
9AD	Air Refueling Headquarters
9AL	Life Support
9AR	Rescue
CS	Manpower
CT	Major Command Headquarters, Major Command Headquarters Augmentation, USAF Portions of Joint Task Force Headquarters, Joint Staff Augmentation
FF	Medical Services
H	Maintenance/Munitions
HE	Intermediate Maintenance
HF	Intermediate Maintenance

HFU	Battle Damage Repair
HG	Munitions or Maintenance
HR	Combat Search and Rescue (CSAR) Maintenance
JF	Supply, Fuels
LWR	Services
PF	Intelligence
QF	Counterintelligence, Special Investigations, Security
RFB	Personnel
RFG	Historian
UF	Transportation
X	All Others (Operations Support, Weather, Staff)
X1	First Sergeants
XFB	Bare Base Support
XFFA	Comptroller
XFFC	Chaplain
XFFG	Public Affairs
XFFJ	Legal
XFFK	Contracting
XFH	Combat Logistics
XFP	Operational Support Squadron
XS	Safety
XW	Weather

Table 6.2. UTC Suffix Definitions.

UTC SUFFIX	DEFINITION
0	a standard HAF-approved and distributed UTC. A UTC with this code cannot be altered or deleted. To change a UTC, it must first be duplicated in the database to a higher suffix.
1	UTC has been fully staffed at the MAJCOM and has been transmitted to HQ USAF for approval. It cannot be changed and should not be deleted.
2	UTC has been fully staffed at the MAJCOM and is ready to be transferred to HQ USAF.
3	UTC is in a fully-extended condition; there is one C record on file for each position identified. It may be used to update individual lines with deployment echelon and so forth, where quantity grouping is impractical. When transferred from this code, the UTC is summarized by like records (identical data element value). This code can only be transferred to suffix 2.
4	UTC has been transferred to the pilot unit manpower and quality (MQ) office for their review.
5	UTC has been updated and/or reviewed by the pilot unit LSS and MQ office and is ready for transfer or transferred to/received by the MAJCOM for review.
6	UTC is MAJCOM controlled to indicate a tailored UTC for contingencies and exercises.
7	UTC is base-level/MAJCOM controlled to indicate a tailored UTC or a MAJCOM or higher directed exercise.
8	UTC is MAJCOM/base-level controlled to indicate a tailored UTC or one in the MAJCOM coordination stages.
9	UTC was returned to the MAJCOM with changes during a HAF update or has reject conditions.

6.2.2. Title Description. The title of a force package consists of the UTC designation, deployment indicator code (DEPID) (also known as force category code (FCC)), unit level code (ULC), and a brief description of the force type. The title is constructed using the instructions in **Figure 6.1.** and is standardized for data automation purposes. Authorized ULCs are listed in **Table 7.7.**, chapter 7, of this manual. DEPID code definitions are provided in **Table 6.3.**

Figure 6.2. UTC Title Format.**FOR AVIATION UTCs:**

COLUMN	DESCRIPTION
1-3	Force type (valid aviation types are listed in Chapter 7, Table 7.26. , of this manual)
4	Blank
5-6	Primary Mission Aircraft Inventory (PMAI) (right justified, zero filled)
7	Blank
8	Modified mission prefix (blank if not used)
9	Basic mission
10-12	Design number (right justified, blank filled)
13	Design series (blank if not used)
14	Blank
15-26	Freeform force description
27	"G" (if an Air National Guard (ANG)-unique capability)
28	"V" (if an AFRC-unique capability)
29-31	"DEP" (if readiness spares package status is dependent)

EXAMPLES:

SOF 03 EC130E COMMAND SOLO

SBS 06 B 1B G DEP

FOR NON-AVIATION UTCS:

<u>COLUMN</u>	<u>DESCRIPTION</u>
1-3	Force type (e.g., "CES"). Valid non-aviation types are listed in Table 7.27.
4	Blank
5-31	Freeform mission description (if number of equipment items is involved, that number should be in columns 5 and 6. If UTC is for an ANG-unique capability, column 27 is "G"; for an AFRC-unique capability, column 28 is "V")

EXAMPLES:

C-E AN/TMQ-35

HQS WING STAFF (LEAD)

MMS 06 B 52H VDEP

POL 02 PMU-27 PUMPS 50 GPM

Table 6.3. Deployment Indicator (DEPID) Code Definitions.

DEPID CODE	MEANING	DEFINITION	MANPOWER	LOGDET
0	Canceled	UTC is canceled and cannot be used for planning. It cannot be updated. UTC remains on the file for one year or until completion of the planning cycle before deletion. Is not in TUCHA.	No (at MAJCOM) Yes (at HAF)	No
1	In-being unit	All equipment and personnel required to support the UTC are possessed by the unit. Functionally, can operate on a stand-alone basis but may be augmented to provide increased capability. Also known as a parent UTC.	Yes	Yes
2	Fixed provisional (Notional)	The unit is composed of personnel or equipment from two or more units.	Yes	Yes
3	Augmentation	The package is used in conjunction with a stand-alone UTC or an in-place unit to provide increased capability. Functionally, the package cannot operate on a stand-alone basis. Also known as a child UTC.	Yes	Yes
4	Programmed	Units are programmed for future activation. Date of activation is not related to the implementation of OPLANs, but usually depends on budget or other internal service consideration. These units are considered available for deployment after program activation date. This category is defined by the WMP-3. SORTS is not applicable.	Yes	Yes*
5	Non-TUCHA build	(Reserved for future use)		
6	Variable	"Z99" nonstandard UTCs. When used in the TPFDD, has no detail to support force accountability or standardization. Should only be used when no other UTC can be tailored. If this is an on-going mission, a new UTC should be requested.	No	No
7	Group or category	Not applicable to the Air Force.	No	No
8	Task organization	Not applicable to the Air Force.	No	No
9	Non-deployable	In-place organizations assigned to a base installation. UTC assigned to allow SORTS reporting, documentation of personnel strength for base population calculations during planning, etc.	No	No
E	Augmentation (Equipment only)	The equipment package can be constituted from existing logistics resources to augment the capability of an in-place or deployed organization to meet a specific operation plan requirement. The package is deployable and is self-defining. The package is not routinely reported in SORTS.	No	Yes
P	Augmentation (Personnel only)	The organization represents an identified current capability to form from existing resources to augment the capability of another organization to meet a specific operation plan requirement. These organizations are deployable but self-administering. UTCs with this indicator are self-defining. The organization is not routinely reported in SORTS. Can be considered a parent or child UTC	Yes	Yes**
A-Z(Less E, I, O, and P)		(Reserved for future use)		

***Note:** Since this UTC is in future activation status, the logistics detail may not be available until prime equipment is delivered.

****Note:** Only passenger logistics detail required.

6.2.3. **Mission Capability Statement (MISCAP).** The MISCAP defines the mission the UTC is capable of accomplishing. It contains the type and amount of workload the UTC is capable of performing, the type of base where the UTC may be employed, other UTCs which are required to support the defined capability, the date the UTC was reviewed by the MEFFPAK responsible command, and any other information pertinent to that UTC. The MISCAP is the only part of the UTC that can be classified. Joint Pub 1-03.29 requires MISCAPs containing crew ratios and monthly flying hour utilization be classified at least CONFIDENTIAL. Classification of MISCAPs must not exceed SECRET. Executive Order (EO) 12958 requires originator data to be contained in all classified MISCAPS.

6.2.4. **Manpower Detail.** The manpower detail lists the specific manpower required to perform the mission defined in the MISCAP. Manpower detail contains the following elements:

6.2.4.1. Employment Functional Account Code (mandatory)

6.2.4.2. AFSC (mandatory)

6.2.4.3. Grade (mandatory for officer and civilian requirements; enlisted grade may be omitted)

6.2.4.4. Special Experience Identifier (if necessary)

6.2.4.5. Command Remarks (if applicable)

6.2.4.6. Quantity (mandatory)

6.2.5. **Logistics Detail.** The logistics detail (LOGDET) defines the standard passenger and equipment movement requirements for each UTC. Equipment detail is provided at the National Stock Number (NSN) level. LOGDET is generic and capable of worldwide deployment.

6.3. UTC Utilization. UTCs are primarily used for operations planning and execution, but are also used for Air Force support force sizing (FORSIZE), Wartime Mobilization and Planning System (WARMAPS), SORTS readiness reporting, and ANG and AFRC force structuring.

6.3.1. **Planning.** War planners use UTCs to document total Air Force manpower and logistics requirements needed to support the national military strategy during deliberate and execution planning. These requirements are documented in JOPES TPFDDs and within COMPES. The TPFDD listing is identified in Annex A, Appendix 1, of the OPLAN and lists total requirements (expressed in UTCs) and units tasked to fill those requirements. **Chapter 4** and **Chapter 5** of this manual and the Preface to WMP-3, Part 2, Support Forces, provide instructions on how UTCs are used in OPLAN and TPFDD development. As a rule, only UTCs with a DEPID of 1, 2, 3, 6, 9, E, or P are used in TPFDD files. A UTC will not be used in TPFDD development for deliberate or execution planning until:

6.3.1.1. The UTC is registered in the TUCHA.

6.3.1.2. WMP-3 availability for the UTC is provided to HQ USAF/XOOW.

6.3.1.3. The MEFFPAK responsible command has coordinated with all other commands providing forces to the UTC, ensuring that it can be postured.

6.3.2. **Type Unit Data Report (TYPREP).** Joint planning above the component level does not require the amount of personnel and equipment detail contained in the MEFFPAK. The Air Force provides UTC level 1, 3, and 4 detail to the JS in the TYPREP. The JS distributes the TYPREP as the TUCHA to the CINCs for use in JOPES for developing the TPFDD and in determining OPLAN transportation

feasibility. UTCs with DEPID codes of 1, 2, 3, 6, 9, E, or P and required detail data are registered in TUCHA. UTCs that fail critical edit checks will not be reported in TUCHA until the error is corrected. UTCs registered in MEFPK without required detail data will be canceled if detail data is not received within the time frames stated in **Table 6.3**.

Table 6.4. MEFPK Data Submission Table.

DEPID	Manpower Detail Required	LOGDET Required	Detail Developed Within	Data Submitted By
1	Yes	Yes	60 days of UTC registration	The next cycle after development
2	Yes	Yes	60 days of UTC registration	The next cycle after development
3	Yes	Yes	60 days of UTC registration	The next cycle after development
*4	Yes	Yes	90 days of UTC registration	The next cycle after development
6	No	No	Not applicable	Not applicable
9	No	No	Not applicable	Not applicable
E	No	Yes	60 days of UTC registration	The next cycle after development
P	Yes	No	60 days of UTC registration	The next cycle after development

***NOTE:** UTCs for new weapon systems and their direct support will be registered as a DEPID 4 and estimated MANFOR/LOGFOR submitted within the indicated time frames. The DEPID 4 must be changed to a 1, 2, 3, E, or P and actual data reported in MANFOR/LOGFOR as soon as the detail is available but prior to the unit achieving a combat-ready status. DEPID changes will not be accomplished until both manpower and logistics detail are available for submission and coordination between manpower and logistics has been obtained. The DEPID 4 will not normally be used for indirect support UTCs.

6.3.3. **WARMAPS.** The Wartime Mobilization and Planning System is operated by the Office of the Secretary of Defense and is associated with the budgeting cycle. It compares wartime requirements (stated in UTCs) with manpower strengths authorized through the Future Years Defense Plan (FYDP).

6.3.4. **SORTS Reporting.**

6.3.4.1. Units supporting their missions with in-place forces use the in-place UTC with their wartime and contingency requirements stated in MANPER-B or MDS to perform the mission defined in the unit's primary Designed Operational Capability (DOC) statement (per AFI 10-201).

6.3.4.2. Units with only wartime and contingency mobility missions will use the UTCs contained on their DOC statement as the basis for SORTS reporting against their mobility mission(s). Units tasked in-place, to SIOP, or both mobility and in-place will report IAW AFI 10-201.

6.3.4.3. Units will not be tasked to provide personnel resources for wartime and contingency requirements that exceed their UMD authorizations.

6.3.4.4. Commands are not prevented from changing or updating DOC statements to reflect UTCs that are being developed. Care should be taken to ensure logistics and manpower resources are funded and fielded prior to inclusion of new UTC taskings in DOC statements.

6.3.5. Nondeployable (In-Place) UTCs. Nondeployable (or in-place) UTCs contain only title information when registered in MANFOR and TUCHA and have a DEPID of 9. A unit is assigned a nondeployable (or in-place) UTC when the unit is created and documented in the Personnel Accounting Symbol (PAS) file using AF Form 1726, Personnel Accounting System Actions. In addition, nondeployable UTCs are used when units create the Basic Identity (BIDES) data necessary for registration in SORTS. Nondeployable UTCs (reflected in the unit's PAS record) plus manpower totals extracted from MDS are used by COMPES Operational Test & Priority (OT&P) to create in-place requirements in OPLANs.

6.3.6. ANG and AFRC. UTC manpower requirements may also be the major source for defining wartime requirements in MDS for ANG and AFRC. Because of this direct impact, functional area managers (FAMs) must coordinate changes to UTCs that affect ANG units, AFRC units, and/or gaining MAJCOMs with HQ ANGRC/XPM, HQ AFRC/XPM, and/or the gaining MAJCOM as appropriate *before* changes are implemented.

6.4. UTC Development, Maintenance, and Reporting. Air Force standard UTCs are approved by HQ USAF/XOOW. Once approved and documented, the standard manpower UTC is distributed Air Force-wide and maintained in the HQ USAF Master MANFOR file by the Air Force Manpower Readiness Flight (AFMRF). MAJCOMs, FOAs, or DRUs will submit requests for new UTCs to HQ USAF/XOOW and the appropriate Air Staff functional area manager, with an information copy to AFMRF. The HQ USAF Master LOGFOR file is maintained by HQ USAF/ILXX (Combat Support Center (CSC)).

6.4.1. Developing UTCs.

6.4.1.1. The appointment of a MEFPK responsible command to develop a UTC comes from a request initiated by a HQ USAF FAM, MAJCOM, or FOA. MEFPK command responsibilities will ordinarily be assigned to the command making the UTC request. After the data are developed, the command will review and update UTCs annually. Quarterly updates will be provided as necessary to keep manpower and equipment detail current. Incomplete requests will be returned for correction.

6.4.1.2. New UTCs will be requested when:

6.4.1.2.1. New equipment types enter the inventory.

6.4.1.2.2. Deployable units experience a significant change in either operational concept or mission.

6.4.1.2.3. Significant program changes occur in manpower or equipment.

6.4.1.2.4. Significant program or operational changes occur.

6.4.1.2.5. Air Force organization requires a change in the way an existing capability functions.

6.4.1.3. UTC requests must contain the following information:

6.4.1.3.1. Proposed UTC designation. The proposed UTC designation can include the full five positions or any part thereof; e.g., 3F???, 3FG??, 3FGA5, where "?" is unknown.

6.4.1.3.2. Proposed UTC title (see **Figure 6.2.**).

6.4.1.3.3. Deployment indicator code (DEPID), which identifies the deployment capability and composition of the UTC (see table 6.2.).

6.4.1.3.4. Unit level code (ULC), which indicates the relative organizational level of the unit or element (see **Table 7.7.**).

6.4.1.3.5. Approximate authorized strength. Include hours of operation if not included in MISCAP.

6.4.1.3.6. Summary level logistics data (approximate number of short tons).

6.4.1.3.7. Proposed MISCAP.

6.4.1.3.8. For aviation UTCs, indicate the number of crew members that must be subtracted from authorized personnel to obtain an accurate passenger count.

6.4.1.3.9. Rationale or justification for UTC development.

6.4.1.3.10. Proposed pilot unit.

6.4.1.3.11. Name of HQ USAF FAM with whom the requirement was coordinated or the HQ USAF agency directing the development.

6.4.1.3.12. Listing of all points of contact at the command for cross-functional UTCs.

6.4.1.3.13. Impact on core UTC packages.

6.4.1.4. Validated manpower and logistics detail data will be submitted within 60 days of UTC registration in MEFPK. If there are less than 60 days until that update, manpower and logistics detail will be included in the following update. See **Table 6.3.**

6.4.2. Maintaining UTCs.

6.4.2.1. The MEFPK responsible command is tasked annually to ensure the accuracy, consistency, and currency of the title, MISCAP, and logistics/manpower detail of its UTCs. Proposed changes to existing manpower UTCs must be submitted to the MEFPK responsible command for consideration. Significant changes in UTC manpower requirements or concepts of operation must be coordinated with all potential using commands, the ANG, AFRC, HQ USAF/XPMR, and approved by HQ USAF/XOOW and the appropriate HQ USAF functional area manager.

6.4.2.2. Each MEFPK responsible command will review and revalidate their UTCs at least annually. This validation will be done using the following criteria:

6.4.2.2.1. Is the UTC still needed?

6.4.2.2.2. Does the MISCAP state the true capability of the UTC?

6.4.2.2.3. Are the manpower detail and LOGDET correct for the stated mission capability?

6.4.2.2.4. Are all AFSCs and functional account codes still valid?

6.4.2.2.5. Is the manpower-to-equipment ratio adequate and valid?

6.4.2.2.5.1. Does the UTC contain enough operators for the amount of equipment identified in the LOGFOR?

6.4.2.2.5.2. If the equipment requires an operator/maintainers, are the correct AFSCs listed?

6.4.2.2.5.3. Are operators/maintainers identified in the UTC but no equipment?

6.4.2.2.6. For aviation UTCs, have all sortie rates, crew ratios, and aircraft sortie durations (ASDs) been deleted from the MISCAP and replaced with the statement "Sortie rates, crew ratios, and ASDs IAW WMP-5."

6.4.2.2.7. Is the pilot unit still accurate? The accuracy of UTC detail is increased when the assigned pilot unit actually possesses, operates, or maintains the tasked capability.

6.4.2.2.8. Are similar aviation UTCs (same MDS and MISCAP) consistent with regard to the number of personnel and short tons? Inconsistencies in these UTCs could impact combat readiness. In particular, these errors could lead to underequipping a deploying unit or overstating requests for strategic lift. An example of inconsistency is a similar (same MDS and MISCAP) pair of UTCs in which one UTC is for 12 primary aircraft authorized (PAA) and the other UTC is for 6 PAA yet the larger one contains 10 times the amount of logistics support equipment (149.9 vs 14.2 short tons). In this example, the MEFPK responsible command should either update the logistics data or alter the MISCAP to define the difference.

6.4.2.3. The review process should include coordination with:

6.4.2.3.1. Air Staff and MAJCOM functional area managers.

6.4.2.3.2. Pilot units.

6.4.2.3.3. Other MAJCOMs that use the UTC.

6.4.2.3.4. AFRC and/or ANG if applicable.

6.4.2.4. Any MEFPK responsible command which recommends a change to a UTC that applies to the ANG or AFRC or which impacts the forces of another command must coordinate the change with the ANG, HQ AFRC, the affected command, and the HQ USAF FAM before updating the UTC.

6.4.2.5. After a UTC is reviewed and updated, MEFPK responsible commands will change the MISCAP to indicate the most recent review and provide those changes to AFMRF during the next quarterly MANFOR update.

6.4.3. UTC Reporting.

6.4.3.1. MANFOR Reporting. Each MEFPK responsible command will submit its MANFOR update to AFMRF quarterly (no later than the last duty day of February, May, August, and November). Update cycles begin on 1 March, 1 June, 1 September, and 1 December. The 1 June and 1 December updates will include semiannual AFSC conversions and FAC conversions. AFMRFXR will perform all direct conversions; MEFPK commands will perform all indirect conversions. AFMRF provides an updated MANFOR database to all MAJCOMs, FOAs, and bases within 15 days of the start of each update cycle or upon request. Reporting instructions are provided in Joint Pub 1-03.22. Non-COMPES commands should contact AFMRF for procedures.

6.4.3.2. LOGFOR Reporting. Each MEFPK responsible command will submit its LOGFOR update to HQ USAF/ILXX (CSC) quarterly (no later than 1 March, 1 June, 1 September, and 1 December). Each MEFPK responsible command will review and validate LOGDET at least

annually, with the 1 March update being the mandatory annual validation of all UTC LOGDET. LOGDET data for all newly approved UTCs must be reported in LOGFOR by the next LOGFOR update or, if there are less than 60 days until that update, the following update (see **Table 6.3.**). Only those UTCs with changes need to be reported as HQ USAF/ILXX pulls data from the central file server at HQ SSG/LGX.

6.5. Responsibilities. This section lists responsibilities of major players in the UTC development process: HQ USAF/XOOW, HQ USAF/ILXX (CSC), Air Staff FAMs, AFMRF, MEFPK Responsible Command, MEFPK OPR, MEFPK Responsible Command LGS, MEFPK Responsible Command MQ Office, MEFPK Responsible Command Logistics Plans, MEFPK Responsible Command FAMs, Pilot/Non-Pilot Units, and using MAJCOMs.

6.5.1. HQ USAF/XOOW:

6.5.1.1. Acts as approving and coordinating agency for all UTC requests.

6.5.1.2. Acts as MEFPK monitor for the Air Force.

6.5.1.3. Reviews and publishes summarized MEFPK data in WMP-3, Part 3, Unit Type Codes. The summarized information includes UTC title, MISCAP, total manpower requirements, and associated logistics data.

6.5.2. HQ USAF/ILXX (CSC):

6.5.2.1. Acts as Logistics Force Packaging (LOGFOR) OPR for the Air Force.

6.5.2.2. Receives, updates, and reviews LOGDET data from MEFPK responsible command.

6.5.2.3. Provides TYPREP submission to Defense Systems Support Organization (DSSO) for updating TUCHA.

6.5.2.4. Conducts quarterly review of accuracy of LOGFOR data submitted by MEFPK responsible commands for accuracy and identifies critical edit errors for timely correction.

6.5.2.5. Approves Air Force standard LOGDET.

6.5.3. HQ USAF FAMs:

6.5.3.1. Act as Air Force validator of all new, changed, and canceled UTCs. Coordinate with HQ USAF/XPMR and HQ USAF/ILXX (CSC) and forward UTC action requests to HQ USAF/XOOW.

6.5.3.2. Conduct an annual review of MEFPK data to ensure manpower and logistics detail are at least the minimum needed to fulfill the MISCAP. Ensure that data is accurately recorded in MANFOR and LOGFOR.

6.5.3.3. Assign a MEFPK responsible command to develop UTC detail data.

6.5.3.4. Request MANFOR detail data from AFMRF.

6.5.3.5. Request LOGFOR detail or summary data from HQ USAF/ILXX (CSC).

6.5.4. AFMRF:

6.5.4.1. Manages Air Force master MANFOR database.

6.5.4.2. Acts as MANFOR OPR for the Air Force.

6.5.4.3. Reviews and assigns JS-approved UTC designation and registers new UTC data in the MANFOR database.

6.5.4.4. Forwards UTC title information to MEFPK responsible command.

6.5.4.5. Receives, updates, and reviews MANFOR data from MEFPK responsible commands for administrative accuracy.

6.5.4.6. Reviews UTC update dates periodically to ensure all UTCs are being revalidated on a regular basis.

6.5.4.7. Provides MANFOR database to HQ USAF/ILXX (CSC) for submission to TUCHA file.

6.5.4.8. Provides quarterly MANFOR updates to MAJCOMs, base-level users, and other interested parties.

6.5.4.9. Notifies MEFPK responsible commands, Air Staff FAM, HQ USAF/XOOW/XPMR/ILXX (CSC), HQ ANG, HQ AFRC, and other interested commands and agencies of completion of each quarterly MANFOR cycle.

6.5.5. MEFPK Responsible Command. A MEFPK responsible command is a MAJCOM designated by a HQ USAF FAM to develop and maintain detailed data on a UTC for use throughout the Air Force.

6.5.5.1. Appoints a MEFPK OPR, usually either the command plans or MQ office, as a single point of contact for UTC actions.

6.5.5.2. Coordinates fully on proposed UTCs within its headquarters and with any commands possessing forces that could be represented by the proposed UTC, including HQ AFRC and ANG, to ensure UTC meets all user requirements. If a coordinated position cannot be reached, forwards issue to appropriate HQ USAF FAM and HQ USAF/XOOW/XPMR/ILXX for resolution.

6.5.5.3. Submits requests for proposed UTCs through MEFPK OPR to HQ USAF/XOOW and appropriate HQ USAF FAM as identified in **Figure 2.4.**, including an information copy to AFMRF.

6.5.5.4. Develops and ensures MANFOR data is forwarded to AFMRF.

6.5.5.5. Provides a proposed implementation date for new UTCs to the FAM.

6.5.5.6. Reviews and certifies accuracy and currency of its UTCs annually.

6.5.5.7. Coordinates fully all proposed force changes with any command possessing force availability, including ANG and AFRC. This will ensure all posturing commands agree and have adequate time to communicate changes to their units. If a coordinated position cannot be reached, forwards issue to appropriate HQ USAF FAM and HQ USAF/XOOW/XPMR for resolution.

6.5.6. The MEFPK responsible command MEFPK OPR:

6.5.6.1. Submits requests for new, changed, or canceled UTCs to HQ USAF/XOOW and the appropriate HQ USAF FAM, with an information copy to AFMRF.

6.5.6.2. Obtains approval from HQ USAF/XOOW for MEFPK actions.

6.5.6.3. Obtains UTC designation for new UTCs from AFMRF.

6.5.6.4. Notifies MEFPK FAM of UTC designation for new UTCs.

- 6.5.6.5. Forwards MISCAPs to MEFPAK responsible command MQ office for loading into MANFOR.
- 6.5.6.6. Forwards logistics information to MEFPAK responsible command logistics plans office.
- 6.5.6.7. Reviews and analyzes quarterly MANFOR and LOGFOR updates to determine UTC accuracy and ensures corrective actions are taken during the next update.
- 6.5.6.8. Reviews and analyzes TUCHA data on UTCs the command uses but for which it is not MEFPAK responsible and provides feedback to the responsible MAJCOM to ensure inaccuracies are corrected.
- 6.5.6.9. Reviews MISCAPs annually and as required with MEFPAK FAMs.
- 6.5.6.10. Provides guidance and assistance to MEFPAK FAMs in UTC development and maintenance.
- 6.5.6.11. Maintains a current FAM listing.
- 6.5.6.12. Oversees development for and submits the following data:
 - 6.5.6.12.1. Planned Passenger and Equipment Detail. These data are used for a deploying unit. The Air Force component of the supported command tailors these data, if necessary, based on asset and facility status in receiving theater at execution time.
 - 6.5.6.12.2. Logistics Detail (LOGDET). LOGDET must be coordinated among the using commands and approved by the MEFPAK responsible command.
 - 6.5.6.12.3. Manpower Detail.
- 6.5.7. The MEFPAK Responsible Command LGS:
 - 6.5.7.1. Approves/disapproves AF Form 601, Equipment Action Request, and informs pilot unit equipment management (EM) section of approval or disapproval.
 - 6.5.7.2. Coordinates AF Form 601 action with appropriate MAJCOM agencies and forwards AF Form 601 to the Air Force Materiel Command (AFMC) depot for approval.
 - 6.5.7.3. Updates applicable Allowances Standards (AS) and AS 002 change notice.
- 6.5.8. MEFPAK Responsible Command MQ Office (as OPR for MANFOR):
 - 6.5.8.1. Processes Headquarters Air Force (HAF) updates.
 - 6.5.8.2. Updates MISCAPs and manpower detail based on coordinated inputs of MEFPAK OPR, FAM, and pilot unit.
 - 6.5.8.3. Provides MEFPAK OPR with results of quarterly MANFOR updates.
 - 6.5.8.4. Analyzes specific manpower detail of UTCs submitted by FAMs and /or pilot units for UTC/UMD mismatches and accuracy. Ensures all aviation and maintenance UTCs are built IAW Logistics Composite Model (LCOM) standards. As specific manpower detail is finalized, detail will be passed to pilot units to ensure accurate logistics detail is built for manpower support.
 - 6.5.8.5. Provides UTC manpower detail to FAMs for review.
 - 6.5.8.6. Ensures MANFOR data are processed and input to MEFPAK IAW **Table 6.3**.
 - 6.5.8.7. Reviews and recertifies manpower requirements in their UTCs on an annual basis.

6.5.9. MEFPAK Responsible Command Logistics Plans (as manager of LOGFOR):

6.5.9.1. Assists MEFPAK responsible command FAM in designating a pilot unit to develop standard logistics detail for new UTCs. Gaining MAJCOMs will work with ANGRC/LGX or HQ AFRC/LGX accordingly when designating ANG or AFRC units as pilot units.

6.5.9.2. Monitors pilot unit's progress in developing LOGDET IAW **Table 6.3**.

6.5.9.3. Reviews the pilot unit data transfer file on the HQ USAF central file server. Provides a copy of LOGDET for MAJCOM FAM to review prior to submission to HQ USAF/ILXX (CSC).

6.5.9.4. Forwards LOGFOR data to HQ USAF/ILXX (CSC) quarterly, or as changes occur.

6.5.9.5. Provides LOGFOR data to MEFPAK responsible command FAM annually and as changes occur.

6.5.9.6. Provides results of quarterly LOGFOR updates to command UTC monitor.

6.5.9.7. In accordance with AFIs 10-403 and 25-101, the MAJCOM logistics plans division will ensure Internal Slingable Units (ISUs or Cadillac Bins) are not loaded in lieu of or as a substitute for 463L pallets within the standard Air Force LOGDET for UTCs for which it is responsible. The LOGDET OPR at MAJCOM level will direct pilot units to build standard UTC with 463L pallets. **NOTE:** Units are to develop logistics plan files for known taskings (i.e., OPLANs, CONPLANs, etc.). In these files they may outload in ISU containers provided they tailor to meet the unique mission/location and optimize their packing in a manner which prevents exceeding the gross weight of the standard UTC.

6.5.10. The MEFPAK Responsible Command FAM:

6.5.10.1. Submits requests for UTC development to MEFPAK responsible command OPR

6.5.10.2. Submits requests for UTC cancellations to MEFPAK OPR, including reason UTC is no longer required.

6.5.10.3. Fully coordinates all UTC development, changes, and cancellations with all using commands and with ANG and HQ AFRC if necessary.

6.5.10.4. Develops the manpower detail for their assigned UTCs and submits changes to the command MQ Plans Office for submission to HQ USAF on a quarterly basis (as required).

6.5.10.5. Reviews and updates MISCAPs and manpower detail annually or as required.

6.5.10.6. Designates a pilot unit to develop standard LOGDET for new UTCs and provides pilot unit with MISCAP. ANG and AFRC pilot unit designations will be coordinated with ANGRC/LGX and HQ AFRC/LGX and applicable FAMs at those agencies. Information copies of pilot unit appointment should be provided to the MEFPAK responsible command logistics plans office and pilot unit's local logistics plans function.

6.5.10.7. Ensures LOGDET is accurate and consistent with current Allowance Standard (AS) and policy statements in AFI 10-403, AFI 25-101, and paragraph **6.5.9.7** of this manual.

6.5.10.8. Develops common user lift passenger requirements and advises MEFPAK responsible command logistics plans office.

6.5.10.9. Reviews LOGDET annually and as required. Coordinates updates with designated pilot unit and appropriate staff agencies prior to implementation.

6.5.10.10. Requests assistance from MEFPK responsible command manpower plans office to assist in UTC management and accountability.

6.5.10.11. Works closely with MEFPK responsible command plans, manpower, and logistics plans offices to ensure MANFOR and LOGFOR data are complete and accurate.

6.5.10.12. Reviews LOGDET data quarterly to ensure pilot units are accurately entering data into the system.

6.5.10.13. Maintains copies of MANFOR and LOGFOR data for each UTC managed.

6.5.10.14. Maintains information on availability and tasking of UTCs for which they are responsible. Ensures that units can fill whole or partial UTC requirements they are being tasked to support for mobility and deliberate planning purposes from manpower authorized in the unit. Units will not be tasked to provide UTCs or portions thereof that exceed unit manpower document (UMD) authorizations.

6.5.10.15. Inform MEFPK OPR, in writing, of FAM changes as they occur.

6.5.10.16. monitor pilot unit's progress in development of LOGDET in conjunction with MEFPK responsible command logistics plans office. ensure LOGDET is submitted within timelines stated in **Table 6.3**.

6.5.11. Pilot Unit. A pilot unit is responsible for developing and maintaining standard manpower and logistics detail for each UTC it has been assigned. The goal is a uniform package for all units that will use the UTC. The pilot unit:

6.5.11.1. Submits and coordinates UTC changes through its MAJCOM.

6.5.11.2. Develops manpower detail in conjunction with the MEFPK responsible command FAM, MEFPK responsible command MQ office, and base MQ office.

6.5.11.3. Develops LOGDET using the appropriate AS (i.e., Weapons System Table of Allowances (WSTA)) as the source document based on the mission capability of the UTC. The following will be included:

6.5.11.3.1. Equipment items that are coded as mobility equipment in appropriate AS.

6.5.11.3.2. Approved readiness spares package (RSP) for aviation UTCs.

6.5.11.3.3. Any non-equipment, non-RSP items necessary to directly support MISCAP (e.g., administrative supplies). However, do not include items in the LOGDET of one UTC that supports another (e.g., do not include extra light-alls in an aviation UTC to support a security force entry control point).

6.5.11.3.4. Packaging material (pallets, nets, cargo bins, etc.) to ensure the most efficient packaging method is recommended to affected units to optimize their deployment footprint.

6.5.11.4. Coordinates recommended changes to LOGDET and manpower detail with non-pilot units.

6.5.11.4.1. If unit determines that mission cannot be accomplished with equipment currently authorized, the base unit equipment custodian:

6.5.11.4.1.1. Determines that use code "A" is applicable.

6.5.11.4.1.2. Prepares an AF Form 601 with full justification.

6.5.11.4.1.3. Coordinates with base logistics plans office.

6.5.11.4.1.4. Coordinates with wing MQ office to ensure increase in equipment does not contain a manpower impact.

6.5.11.4.1.5. All manpower increases/decreases will be staffed with base logistics plans office to ensure adjustment does not adversely affect equipment-to-operator ratio.

6.5.11.4.2. The unit's logistics plans office validates AF Form 601 received from custodian and determines need for requested equipment. If requirement is valid, the unit logistics plans office sends a message addressed to non-pilot units, with information copies to MEFPAK responsible command FAM, citing specific changes required (to include stock numbers and other information that identifies the problem and recommended action).

6.5.11.4.3. The wing MQ office will ensure the UTC concept for manpower requirements does not exceed current funded authorizations.

6.5.11.4.4. If majority of units concur with recommended change and action does not involve an AS change, the pilot unit sends a message to MEFPAK responsible command FAM requesting approval to change LOGDET/manpower detail.

6.5.11.4.5. If majority of units concur with recommended change and an AS change is required, the pilot unit must ensure that unit equipment custodian prepares AF Form 601. The EM section of the pilot unit supply section approves AF Form 601 and forwards it through supply channels. Upon MAJCOM approval or disapproval of AF Form 601, the unit EM section advises unit deployment manager (UDM) and wing MQ office of approved changes or disapproval so manpower impacts can be assessed. A request to change LOGDET can only be made if equipment is included in the applicable AS. Other pilot units possessing similar systems determine if proposed changes are relevant to their weapons systems and, if so, initiate action described in 6.5.11.3.

6.5.11.4.6. If consensus is for disapproval, the pilot unit sends a message containing a synopsis of disapproval to all addressees listed in 6.5.11.4.2.

6.5.11.5. Prepares necessary LOGMOD transactions to reflect accepted changes and informs all agencies involved via message or data transfer tapes.

6.5.11.6. Provides LOGDET data to MAJCOM logistics plans office according to established time frames.

6.5.11.7. Enters in "last report date" column the date when LOGDET is submitted to the MAJCOM.

6.5.12. The Non-Pilot Unit:

6.5.12.1. Advises pilot units of its correct message address for UTC information and COMPES unit identification code.

6.5.12.2. Evaluates pilot unit recommended changes to the AS and manpower detail and provides comments, concurrence, or nonconcurrence directly to the pilot unit within 30 calendar days, or one unit training assembly (UTA) for ANG and AFRC units.

6.5.12.3. Loads Air Force approved LOGDET in standard UTC reference file as standard UTC for deployment planning.

6.5.12.4. Provides feedback on the pilot unit's developed LOGDET/manpower detail to ensure data integrity.

6.5.12.5. Maintains copies of the standard UTC.

6.5.12.6. Submits AF Form 601 directly to pilot unit for consideration and coordination with other non-pilot units when originating a request for change in mobility equipment authorizations.

6.5.13. Using MAJCOMs:

6.5.13.1. Review and evaluate MANFOR data developed by MEFPK responsible command/pilot unit to ensure UTC adequately defines manpower force requirements.

6.5.13.2. Provide comments and coordination with MEFPK responsible command.

6.6. MEFPK Reference Documents.

6.6.1. Joint Pub 1-03, *Joint Reporting Structure - General Instructions*.

6.6.2. WMP-3, Part 3, Unit Type Codes.

6.6.3. AFI 38-205, *Managing Wartime and Contingency Manpower*.

6.6.4. AFI 10-403, *USAF Deployment Planning*.

Chapter 7

JOPEs REPORTING SYSTEM (JOPEsREP)

NOTE: At the time this manual was published, CJCSM 3150.16, *Joint Operation Planning and Execution System Reporting Structure (JOPEsREP)* was being updated. When AFMAN 10-401 is next revised, current information from JOPEsREP will be incorporated into this chapter.

7.1. Instructions for Conveying Data Among Commands and Agencies Involved in Joint Operation Planning. These instructions support JOPEsREP. This integrated reporting system conveys operational planning information to support the NCA, the CJCS, the unified and specified commands, the services, the United States Transportation Command (USTRANSCOM), the transportation component commands (TCCs), the Defense Fuel Supply Center (DFSC), and the Defense Logistics Agency (DLA).

7.2. System Description:

7.2.1. JOPEsREP is an information reporting system structured for ADP designed to convey information developed during the operation planning process. Although the primary purpose of JOPEsREP is to support joint operation planning, it may also be used for mobilization and mobility planning in strategic studies, feasibility estimates, and movement capability studies.

7.2.2. Since the TPFDD elements reported are processed by computer, originators must adhere strictly to precise formatting rules. The originator must make sure the data are promptly completed, edited, corrected, and submitted.

7.2.3. JOPEsREP meets the basic data needs of all participants in operation planning from the submission of an operation plan through the development of final movement tables for deploying units, personnel, and resupply.

7.3. Reporting Responsibilities and Procedures. Because JOPEsREP is used mainly within the joint channels, this paragraph defines responsibilities and outlines procedures for transmitting TPFDD files that affect the supported and supporting CINCs, Joint Staff, the services, DFSC, USTRANSCOM, and TCCs. In responding to joint requirements, the Air Force components of supported and supporting CINCs fulfill the Air Force portion of the responsibilities of the unified commander. Separate unilateral Air Force responsibilities are also indicated:

7.3.1. Commanders of unified and specified commands, chiefs of services, USTRANSCOM, and commanders of the TCCs must:

7.3.1.1. Maintain a capability to support the information requirements of the NCA and the CJCS, as defined in this chapter.

7.3.1.2. Forward suggestions for improving the JOPEsREP to the Joint Staff through joint or Air Force channels, as appropriate.

7.3.2. The commanders of unified and specified commands, subordinate commanders, the Air Force, and the TCCs submit the TPFDD as shown in Paragraph 7.7..

7.3.3. The TPFDD is submitted to USTRANSCOM, Joint Staff, the commanders of unified and specified commands, subordinate commands, the Air Force, and the TCCs using the format and procedures prescribed in this manual.

7.3.3.1. The TPFDD is submitted initially, upon request, to the unified commander or joint agency for refinement and formal OPLAN review when the OPLAN is first submitted. The Air Force portion of the complete TPFDD includes:

7.3.3.1.1. Force requirement data, which identify combat, combat support, and combat service support units available and required to implement the plan.

7.3.3.1.2. Force movement characteristics data, which contain unit movement characteristics, cargo detail, and cargo category detail information for each unit requiring common user transportation.

7.3.3.1.3. Non-unit-related cargo characteristics and routing data, which identify estimates and provide origins for required supply, resupply, military support for allies, support for non-military programs, retrograde cargo, and other cargo. Non-unit-related personnel characteristics and routing data, which provide estimates on required fillers, replacements, retrograde personnel, and other personnel.

7.3.3.1.4. Movement table data, which provide information about the scheduled movement to the POE, intermediate location, POD, and destination.

7.3.3.2. Subsequent submission of corrections and update of TPFDD file may become necessary when data are affected by changes to the JSCP, WMP, or OPLAN concepts. Changes or corrections to previously submitted force and non-unit-related data are normally coordinated by USTRANSCOM during the intensive management phase of the planning cycle.

7.3.3.3. The TPFDD file is submitted using one of these methods to forward planning data to support joint operation planning or OPLAN review and to transmit complete OPLAN databases to supporting commands and the TCCs:

7.3.3.3.1. Send TPFDD files on disks by mail or through GCCS.

7.3.3.3.2. Send hard copy print of TPFDD files by mail.

7.3.3.4. Before transferring OPLAN data, the originator must make every effort to edit the data and make the necessary corrections.

7.3.3.5. Administrative considerations for TPFDD transmission include:

7.3.3.5.1. Report Identification. Since TPFDD are not produced in card formats, a report indicator is not applicable.

7.3.3.5.2. Security Classification. The originator of the TPFDD assigns the proper security classification and special handling instructions according to current directives. The record of transmittal identifies subsets of the TPFDD which may be classified lower than the classification of the complete data set.

7.3.3.5.3. Record of Transmittal. A complete record of transmittal is required for each submission of TPFDD. If the data are submitted by mail, the record of transmittal must be sent by message with a precedence that will ensure the message arrives before the data. A copy of the record of transmittal must accompany the data. The message record of transmittal must be classified according to its own content, which may or may not be the same as the submitted TPFDD, and must include information about the security classification and downgrading requirements of the data being submitted. Each record of transmittal must contain all informa-

tion the addressee needs to identify, understand, and accurately process, with minimum delay, the related TPFDD being submitted. At a minimum, this record of transmittal must contain:

- 7.3.3.5.3.1. The reference, summary, and reason for submitting the data.
- 7.3.3.5.3.2. An OPLAN, document, or study identification number and origination date of the service document.
- 7.3.3.5.3.3. All applicable plan change numbers and dates. It must state whether these data submissions relate to one or more specific changes.
- 7.3.3.5.3.4. The tape reel numbers or registry number and the date sent, if the report is sent by mail.
- 7.3.3.5.3.5. The security classification and downgrading, declassification, and special processing instructions for the data submitted.
- 7.3.3.5.3.6. The edition of the TUCHA file used.
- 7.3.3.5.3.7. A listing of all uncorrected processing errors, their effects, and whether they are related to data errors.
- 7.3.3.5.3.8. Any unusual hardware requirements to include the file size required for processing.
- 7.3.3.5.3.9. Provide the originating command point of contact and telephone number.

7.3.4. Transmission Precedence. Records of transmittal sent concurrently with data must contain the same precedence. Records of transmittal sent by message must have a precedence that ensures their arrival before the data are received.

7.4. TPFDD Element Descriptions. The data elements comprising the TPFDD are arranged into eight specific functional categories. These categories provide logical data relationships and a means to discuss organizational responsibilities for data preparation in support of the joint operation planning process. A breakdown of individual data elements is provided in Paragraph 7.11..

7.4.1. Force Requirement and Routing. Force requirement and routing data provide force description information such as FRN, UTC, unit level code (ULC), authorized strength, intermediate location, POD, destination, load configuration, discharge constraints, movement dates, and the preferred mode and source of transportation.

7.4.2. Force Unit Identification (UIC). Force unit identification data identify an actual unit (one having a UIC) or describe a type or notional unit designated to support the force requirement. Data include unit origin, unit-ready-to-load date (RLD), POE, and transportation mode and source.

7.4.3. Force Movement Characteristics. Force movement characteristics data address both unit personnel and unit cargo. Unit personnel data include the number of personnel requiring non-organic transportation and the authorized unit strength. Unit cargo data include the cargo categories of a force requirement and a detailed description of each type of item included within a cargo category. Cargo movement characteristics include weight, volume (cube), surface area (square feet), and dimensions (length, width, and height).

7.4.4. Service Force Definition Supplement. Service force definition data provide additional information necessary to fully define the force requirement. Use of these data is based on service directives.

7.4.5. Non-unit-Related Cargo Characteristics and Routing. Non-unit-related cargo data describe a cargo category, the providing organization, type of movement, and routing data. The cargo movement characteristics include weight, volume (cube), and surface area (square feet).

7.4.6. Non-unit-Related Personnel Characteristics and Routing. Non-unit-related personnel data describe the category of personnel, the providing organization, type of movement, and routing data.

7.4.7. Movement tables Data Elements. Movement table data provide information about the scheduled movement to the POE, intermediate location, POD, and destination. Data are prepared for each force requirement and each non-unit-related personnel or cargo requirement. Transportation mode and source, number of tons of cargo, number of personnel, and arrival dates and locations are given for each required movement. Movement table data are also used to indicate movement requirements that cannot be met (those exceeding lift resources, origin outloading capability, or port throughput capabilities, or those having an impossible closure date at the POD).

7.4.8. Remarks Section Data Element. Remarks data are used to provide additional information or comments pertaining to any other TPFDD entry.

7.5. UTC, Force Category, FRN, and Force Indicator and Parent Indicator Codes:

7.5.1. Procedures for Using the Unit Type Codes:

7.5.1.1. The UTC is the primary means for identifying types of forces to be described in force requirement data. Other information about the force, such as unit level and the narrative force description, is required when the UTC is nonstandard.

7.5.1.2. Standard UTCs should be used in force list development to the maximum extent possible. Force lists with large numbers of nonstandard force requirements tend to become unmanageable and inaccurate.

7.5.1.3. If the force requirement describes a nonstandard UTC, force movement characteristics and unit identification data must be provided for each independent or subordinate force. Also, SRF USAF force supplement data are mandatory. When it is essential to use nonstandard UTCs, the UTC must define a complete force requirement. Multiple nonstandard UTCs must not be used to describe a single force requirement (such as, a Headquarters Augmentation Package, Command Post, etc.).

7.5.2. Force Categories. Use of the Force category structure is optional in most cases. Unified commands will specify if their use is required within their plans. A force category must always be identified by the force requirement number and the parent indicator code (PIC). The FRN appears in the force requirement routing data. It is associated with all related data for a given force requirement. There are five force categories defined with these characteristics:

7.5.2.1. Grouping. A force category wholly defined by including primary parents, independents, secondary parents, and subordinates. Air Force requirements are not generally categorized as a grouping.

7.5.2.2. Independent. A force category:

7.5.2.2.1. Wholly defined by a single UTC.

7.5.2.2.2. Which is not subordinate to a primary or secondary parent and has no subordinates, although it may be subordinate to a grouping.

7.5.2.2.3. With a single destination, although the force requirement may be split or the assigned units may be fragmented to move by different routes or modes.

7.5.2.3. Primary Parent. A force category:

7.5.2.3.1. Consisting of and wholly defined by secondary parents or subordinates, or both.

7.5.2.3.2. Whose secondary parents, if any, are further subordinated.

7.5.2.3.3. Whose secondary parents and subordinates are associated for deployment planning purposes.

7.5.2.4. Secondary Parent. A force category:

7.5.2.4.1. Which is subordinate to a primary parent, has no subordinate parents, and is wholly defined by its own subordinate forces.

7.5.2.4.2. Whose subordinates are not further subdivided by force requirement and routing data.

7.5.2.4.3. Whose subordinates are associated for deployment planning purposes.

7.5.2.4.4. Which is generally not used to identify Air Force requirements.

7.5.2.5. Subordinate. A force category:

7.5.2.5.1. Under a primary or secondary parent for deployment planning or hierarchical display purposes. It has no subordinates of its own and is wholly defined by a single UTC.

7.5.2.5.2. With a single destination, although the force may be split (if directly under a primary parent) or fragmented to move by different routes or modes.

7.5.3. Procedures for Using the FRN. The FRN is the primary identification of a force requirement. The assignment of FRNs allows for the analysis and organization of the groupings of forces within a TPFDD. JOPES, Volume I, Chapter I, allocates the first position of the FRN to the supported unified/specified commands to preclude duplication when multiple theater scenarios are executed. FRNs for Core UTC packages begin with an 8. Within the constraints of that limitation, these rules govern using an FRN for Air Force component TPFDDs.

7.5.3.1. Each FRN identifies a unique force requirement within an OPLAN. FRNs are not duplicated within a given plan. However, the same FRN can appear within any number of OPLANs and not convey any relationship to each other.

7.5.3.2. FRNs are normally assigned to help organize forces within a plan. They may be two, three, four, or five characters. A two-character FRN is used to identify the major force element. Three, four, and five character FRNs show subordinate relationships to the major force element defined by the first two digits. A five-character FRN is assigned to:

7.5.3.2.1. A subordinate force requirement whose ascending organizational structure includes both a primary and a secondary parent. This type of subordinate force requirement **cannot** be further divided for split shipment movement.

7.5.3.2.2. A subordinate force requirement whose ascending organizational structure includes a primary parent only, and whose fifth character in the FRN is used to indicate a split shipment.

7.5.3.2.3. An independent force requirement which may not be split.

7.5.3.2.4. The personnel or cargo portion of a split independent force requirement.

7.5.4. Force Category and FRN Relationship:

7.5.4.1. Groupings and parent force requirements or FRNs are identified solely by the **A** cards. The **R** card is the only other card that may be associated with the FRN.

7.5.4.2. Groupings must have associated independent or primary parent force requirements or FRNs. Primary parents must have associated secondary parent or subordinate force requirements or FRNs. Secondary parents must have associated subordinate force requirements or FRNs.

7.5.4.3. Force requirements or FRNs can be described as moving in either the non split shipment or split shipment mode.

7.5.4.4. A non split shipment is one that is moved by a single transportation mode and has a single POE or POD. It is identified by any valid character other than **C** or **P** in the fifth position of the FRN.

7.5.4.4.1. The use of **E** in the fifth position of the FRN indicates this force requirement must not be split at any point in the deployment process excluding the CONUS. Any value other than **C** or **P** in the fifth position of the FRN implies a non-split shipment.

7.5.4.4.2. The values **C**, **P**, or **E** in the fifth position of the FRN have significance only from the POE to the destination. As part of the FRN, they must be coded when the requirement is initially determined.

7.5.4.4.3. For movement within the CONUS of units that must not be split, if the unit originates at more than one location or for any other reason must move in a segmented mode, the force unit identification fragmentation code must give the necessary unique identity to each segment.

7.5.4.5. A split shipment is a shipment where personnel and equipment are moved by different modes of transportation. They usually require two different PODs and POEs, even though the destination is common to both personnel and equipment. Generally, it means that personnel (plus essential subsistence items) move by air, and that cargo (plus essential cargo escort personnel) move by sea. A split shipment is defined by force requirement and routing data with different routing or modes for personnel versus cargo.

7.5.5. Force Indicator Codes (FIC) and Parent Indicator Code (PIC):

7.5.5.1. The FIC is used to distinguish a standard force requirement from a nonstandard force requirement. If the number of personnel associated with a UTC is different from the standard UTC, or the personnel are the same as in a standard UTC but the AFSCs are different than the standard, the UTC is considered nonstandard and a FIC of **1** or **8** must be used as derived from **Table 7.8**.

7.5.5.2. The PIC is used to distinguish an independent or subordinate force requirement from a parent force requirement. The PIC is always left blank for an independent or subordinate.

7.5.5.2.1. For a primary parent, the values of PIC must be A, P, or X. The values A and P represent the split shipment modes. 'A' means that all subordinates move via the split mode, P means that some move by the split mode, and X means that all subordinates move in the normal mode.

7.5.5.2.2. For a secondary parent, the only authorized value for PIC is X.

7.5.6. Unit Line Number (ULN). The ULN (consisting of the FRN and Frag and Insert Code) is the data element that controls and identifies each entry in a JOPEs TPFDD. A force requirement may require more than one TPFDD entry due to split sourcing of the requirement by multiple units. When more than one entry is needed, the FRN must remain the same to properly identify the force requirement. The identity of the portions of that force requirement are provided by the frag and insert code.

7.6. General Procedures. This section addresses information flow and reporting procedures above the level of the service component commands. This has application at the component level because an AFCC must be ready to accept and submit TPFDD information items within its area of responsibility in support of the JOPEs and this manual. These procedures pertain to reporting TPFDD during the plan development, plan review, and supporting plan phases of the planning process.

7.6.1. Prior to the Plan Development Phase. Certain planning activities must be completed within Air Force channels prior to commencing the plan development phase. These activities are described in **Chapter 2** of this manual.

7.6.2. Communication Requirement. The procedures described here apply to joint reporting. MAJCOMs fulfilling similar roles for the purpose of this manual must communicate according to existing lines of communication. For example, when USAFE is acting as the supported command, it communicates with USCINCEUR and not with the Joint Staff. Additionally, all Air Force MAJCOMs acting in a supporting capacity will respond via JOPEsREP as prescribed in Chapter 2, that is, directly to the component command that requested the TPFDD information.

7.7. JOPEs Reporting During Plan Development.

7.7.1. The Supported Commander:

7.7.1.1. Establishes deployment priorities for forces to support the concept of operations, based on assets made available for planning as contained in the JSCP.

7.7.1.2. Provides planning guidance to service component commands for developing the TPFDD based on deployment priorities. This planning guidance is normally in the form of a letter of instruction (LOI) issued before planning commences.

7.7.1.3. Consolidates force and resupply requirements for TPFDD development.

7.7.1.4. Convenes the plan development conference to review and validate requirements, draft the TPFDD, and to develop an initial transportation feasibility estimate.

7.7.1.5. Provides the TPFDD containing information from these functional categories to the Joint Staff, USTRANSCOM, supporting commanders, and the TCCs to permit preliminary movement planning and documentation for TPFDD refinement:

7.7.1.5.1. Force Requirement and Routing. FRN, UTC, ULC, location, routing, and modes are included.

7.7.1.5.2. Force Unit Identification. As a minimum, data are to be included for ORIGIN GEOLOCATION CODE and UNIT READY TO LOAD DATE.

7.7.1.5.3. Force Movement Characteristics. Data must be included only for Nonstandard force requirements.

7.7.1.5.4. Service Force Definition Supplement. These data are prepared as required by the service headquarters. These data are not subject to CJCS plan review.

7.7.1.5.5. Non-unit-Related Cargo Characteristics and Routing. Weight, cubic dimensions, and surface area of cargo are included.

7.7.1.5.6. Non-unit-Related Personnel Characteristics and Routing. Organization, type of movement, and routing data are included.

7.7.1.5.7. Remarks. Any needed information may be added in this section.

7.7.1.6. Prepares a record of transmittal for TPFDD submission.

7.7.1.7. Ensures the TPFDD has been edited and errors corrected prior to submission for plan review.

7.7.1.8. Prepares and transmits non-unit-related cargo characteristics and routing data for bulk POL requirements to the DFSC.

7.7.1.9. Receives CJCS "for further planning only" approval and any requested revisions.

7.7.1.10. Participates in USTRANSCOM hosted TPFDD refinement conferences. Resolves and reports TPFDD shortfalls and approves the TPFDD closure profile.

7.7.1.11. Submits coordinated TPFDD to the Joint Staff for plan review and approval.

7.7.2. The Joint Staff:

7.7.2.1. Participates in the plan development conference.

7.7.2.2. Receives the draft TPFDD from the supported commander for initial review.

7.7.2.3. Provides the draft TPFDD to the services.

7.7.2.4. Reviews the draft TPFDD and provides comments, grants approval for further planning to the supported commander.

7.7.2.5. Participates in the USTRANSCOM hosted TPFDD refinement conferences. Reviews transportation shortfalls in conjunction with the supported commander, TCCs, and services. Resolves transportation shortfalls if possible.

7.7.3. USTRANSCOM:

7.7.3.1. Hosts and participates in the supported commander's plan development conference.

7.7.3.2. Receives the draft TPFDD from the supported commander.

7.7.3.3. Hosts the TPFDD refinement conference. Provides draft TPFDD to TCCs for analysis of transportation requirements. Receives movement tables from TCCs. Coordinates combined movement and shortfalls and approval of TPFDD closure profile.

7.7.3.4. Incorporates refined TPFDD into the JOPES data base and intensively manages the first 15 days of deployment data for possible implementation.

7.7.4. The Services:

7.7.4.1. Participate in the supported commander's plan development conference as may be required by the supported commander.

7.7.4.2. Receive the draft TPFDD from the Joint Staff.

7.7.4.3. Review the draft TPFDD.

7.7.4.4. Participate in the TPFDD refinement conferences. Verify the actual force data and ability to support personnel requirements. Define non-unit cargo and personnel capabilities. Coordinate the replacement of notional non-unit requirements contained in the TPFDD with actual non-unit cargo and personnel available, within capability.

7.7.5. The Supporting Commanders:

7.7.5.1. Participate in the supported commander's plan development conference to prepare a draft TPFDD.

7.7.5.2. Receive the draft TPFDD from the supported commander.

7.7.5.3. Participate in the TPFDD refinement conferences. Provide the actual force data.

7.7.6. The TCCs:

7.7.6.1. Participate in the supported commander's plan development conference to prepare a draft TPFDD.

7.7.6.2. Receive the draft TPFDD from the supported commander.

7.7.6.3. Participate in the TPFDD refinement conference. Provide the actual force routing data.

7.7.6.4. Receive the refined TPFDD from USTRANSCOM and analyze transportation requirements. Provide the movement table data.

7.8. Plan Review. The initial review of the TPFDD is conducted by the Joint Staff and the services prior to the USTRANSCOM-hosted phase I TPFDD refinement conference. Data contained in the TPFDD and augmented by any plan dependent data bases the supported commander may have submitted with the plan are used. As a result of the review process, changes to the TPFDD that are required prior to final plan approval may be identified. When necessary, the supported commander submits TPFDD revisions to the Joint Staff.

7.8.1. The Joint Staff:

7.8.1.1. Notifies the supported commander of modifications to the TPFDD that are required prior to plan approval.

7.8.1.2. Receives the updated TPFDD from the supported commander and provides updated data to the services.

7.8.1.3. Conducts the final plan review and approval.

7.8.2. The Supported Commander:

7.8.2.1. Submits the TPFDD revision to the Joint Staff as necessary to obtain plan approval.

7.8.2.2. Transmits approved TPFDD to USTRANSCOM, the supporting commanders, TCCs, and the DFSC to finalize supporting plans.

7.9. Supporting Plans. A supporting plan is an operation plan prepared by either a supporting commander or a subordinate commander to satisfy the requests and requirements of the supported commander's plan. Supporting plans must be submitted to the supported commander within the time frame established by the CJCS after the plan which they support is approved. Any changes in TPFDD content resulting from the preparation of supporting plans should be promptly processed for the TPFDD update.

7.10. TPFDD Plan Requirements. Within a TPFDD file, plan requirements are identified as force requirements and non-unit-related requirements. All TPFDD plan data are related to a force or non-unit-related plan requirement. In most cases, the force and non-unit-related data relationships are discrete; however, there are two exceptions. Exceptions apply to movement tables and remarks segments which may be associated with any plan requirement.

7.10.1. A force requirement may be identified by a FRN, or a ULN. The ULN is actually an FRN plus a fragmentation code and an insert code. The appropriate key and algorithm for generating the FRNs in the TPFDD must be published in the OPLAN. Essentially, FRN identification is used for force requirement and routing, and the service force definition supplement. All other force requirement identification provides for using the ULN. In a sequential development of force requirements, the ULN would be initiated at the time of force unit identification.

7.10.2. A non-unit-related requirement may be identified by a cargo increment number (CIN) or a personnel increment number (PIN). These increment numbers are comprised of the data elements title, PROVIDING ORGANIZATION CODE, TYPE OF MOVEMENT, and CARGO SEQUENCE NUMBER or PERSONNEL SEQUENCE NUMBER. The data elements comprising a CIN and a PIN are described in the data element description for the TPFDD being reported.

7.10.3. Movement tables and remarks segments are applicable to both force requirements and non-unit-related requirements. The relationship to a particular plan requirement is accomplished by using an FRN, ULN, or PIN. For the purpose of reference, the file MOVEMENT IDENTIFICATION is used for the data element in movement tables and remarks to relate the reported information to the appropriate force (FRN or ULN) or non-unit-related (CIN or PIN) plan requirement.

7.11. Data Element Descriptions. This paragraph describes information to be reported for the TPFDD. Data elements are identified in the first column by a reference number for ease of identification. Following the reference number are the element name, number of characters, type of data, descriptive comment, and edit instructions. The meanings for types of data are coded as shown:

Type Data	Meaning
A	Alphabetic
AN	Alphanumeric
N	Numeric

7.11.1. OPLAN or Document Identification. Each OPLAN or document is identified by a plan or document identification number. See figure 7.1 for additional information.

Figure 7.1. OPLAN or Document Identification.

Ref.No.	Element Name	No.Char.	Type Data
1	PLAN or Document Identification	5	AN

Comments. Refers to an OPLAN or a document that describes a situation that is not covered by a plan. An OPLAN is recorded by a plan identification number as assigned and listed in **Table 7.1**. A document is recorded by a document identification number as described in **Table 7.2**.

Edit. Required data. Must be according to format in table 7.1 or table 7.2.

7.11.2. Force Requirement and Routing Data. Force requirement and force routing information (see figure 7.2) describe the force requirement and specify the port of debarkation and destination locations, to include intermediate locations if applicable. This data is used to initialize the **FORCE REQUIREMENT NUMBER** element to associate all related data for a given force requirement in a specified OPLAN. Force routing data must not be submitted for parent force requirements. See **Figure 7.2** for additional information.

Figure 7.2. Force Requirement and Routing Data.

Ref.No.	Element Name	No.Char.	Type Data
1-1	Force Requirement Number (FRN) Comments. Provides unique alphanumeric identification of a force required for a given plan or document. Detailed instructions are provided in Table 7.3 . Edit. Required data. Must be two, three, four, or five characters.	5	AN
1-2	Providing Organization Code Comments. Identifies the organization designated by appropriate allocation documents to provide the force. Codes are listed in Table 7.4 . Edit. Required data. Must be one of the codes in table 7.4.	1	AN
1-3	Service Code Comments. Identifies the parent service of the required force. Codes are in Table 7.5 . Edit. Required data. Must be one of the codes in table 7.5.	1	AN
1-4	Unit Type Code(UTC) Comments. Identifies the type of unit for which the force requirement is stated. Additional UTC information is contained in Table 7.6 . Edit. Required data. Must be one of the UTCs contained in the TUCHA or one with the last four characters equal to 99BB and the first character not equal to 1 or 0 . The service associated with a UTC must correspond to the related service code.	5	AN
1-5	Unit Level Code (ULC) Comments. Describes the level of unit for which the force requirement is stated. Codes are in Table 7.7 . Edit. Required data for a nonstandard UTC. Optional data for a standard UTC. If used, this must be one of the codes in table 7.7.	3	A
1-6	Force Description Comments. The format in Figure 7.5 . is used. Edit. Optional data. No edit check.	31	AN
1-7	Force Description Service Reserved Comments. Requires instructions to be provided by service headquarters. A description of this data element is outlined in Paragraph 7.12. in conjunction with Table 7.25 . through Table 7.29 . Edit. Optional data. No edit check.	5	AN

Ref.No.	Element Name	No.Char.	Type Data
1-8	Force Indicator Code (FIC) Comments. Distinguishes between a standard and nonstandard force requirement. Codes and definitions are in Table 7.8. Edit. Required data. Must be one of the codes in table 7.8. This field cannot be changed.	1	N
1-9	Parent Indicator Code (PIC) Comments. Distinguishes an independent or subordinate force requirement from a parent force requirement. A blank PIC indicates an independent or subordinate. The PIC for a secondary parent is X . A primary parent PIC may be A , P , or X . For a primary parent, the value X indicates all subordinates will move in the nonsplit mode. PIC A indicates all subordinates to move via the split mode; PIC P means some are to move via the split mode. Edit. Required data for primary and secondary parent force requirements. Must be A , P , or X when used.	1	A
1-10	Personnel Strength Comments. Provides the personnel strength of the required force associated with the UTC as follows: In-place units use the authorized strength for the FY quarters addressed in the OPLAN, plus any individual wartime augmentees. Forces being requested use the required strength identified through the MEFPAK. Edit. Required data for a nonstandard UTC. Optional data for a standard UTC. Must be five numeric characters and right-justified with leading zeros when used.	5	N
1-11	Intermediate Geolocation Code Comments. Identifies the geographic location at which an intermediate stop is to occur. An intermediate location is a place where the force delays for such reasons as transportation mode or source change, tactical assembly, or training. It does not include stops for refueling. Table 7.12. explains geolocation codes. Edit. Required data if intermediate location is designated. Must be valid GEOFILE code when used.	4	AN
1-12	Preferred Mode of Transport to Intermediate Location Comments. Indicates the preferred transportation mode for movement of the force to an intermediate location. Codes are in Table 7.9. Edit. Required data if intermediate location is designated. Must be one of the mode codes from table 7.9. when used.	1	A

Ref.No.	Element Name	No.Char.	Type Data
1-13	Preferred Source of Transport to Intermediate Location Comments. Indicates the preferred source of transportation for movement of the force to an intermediate location. Codes are in table 7.9. Edit. Required data if intermediate location is designated. Must be one of the source codes from table 7.9. when used.	1	A
1-14	Load Configuration to the Intermediate Location Comments. Describes the type loading for delivery of the force to the intermediate location. Codes are in Table 7.10. Edit. Required data if intermediate location is designated. Must be one of the codes in table 7.10. when used.	1	A
1-15	Discharge Constraints at the Intermediate Location Comments. Describes a maximum of two (most significant if more than two) limitations or restrictions at the intermediate location. If additional constraints are mandatory for a plan, they should be described in a REMARK data submission. Codes are in Table 7.11. A single-value constraint should be left-justified. When discharge constraints are not applicable, the value N is entered. Edit. Required data if intermediate location is designated. Must be one of the codes in table 7.11. when used.	2	A
1-16	Days Delay at Intermediate Location Comments. Indicates the number of days the force delays at the intermediate location. Values are 0001- 0999 to indicate the number of days delay. No delay is indicated by <u>000</u> . Edit. Required data if intermediate location is designated. Must contain three numeric characters when used.	3	N
1-17	Type Delay at Intermediate Location Comments. Indicates whether total force entry must remain as a unit at the intermediate location during the delay period. Value T means the delay applies to the total force and value E means the delay applies to incremental portions of the force. The value is left blank when DAYS DELAY is <u>000</u> . Edit. Required data if intermediate location is designated and days delay is greater than 000. Must be codes E or T when used.	1	A
1-18	Location of the Intermediate Stop Comments. Indicates where in the deployment the intermediate location occurs. Options are between Origin and POE, between POE and POD, and between POD and destination. Codes are in Table 7.13.	1	A

Ref.No.	Element Name	No.Char.	Type Data
	Edit. Required data if intermediate location is designated. Must be one of the codes in table 7.13. when used.		
1-19	POD Geolocation Code Comments. Describes the specific geographic location of the POD or ocean area. If the POD is unknown but the country is known, the geolocation code meaning "Unknown Location In (country-name)" is used. If country is also unknown, the geolocation code XPQF, which means "Unknown Foreign Location," is used. Table 7.12. explains geolocation codes. Edit. Required data unless unit is in place. Must be valid GEOFILE code when used.	4	AN
1-20	Preferred Mode of Transport to POD Comments. Indicates the preferred transportation mode for movement of the force to a POD or ocean area. Codes are in Table 7.9. Edit. Required data unless POD and destination are the same. Must be one of the mode codes from table 7.9 when used.	1	A
1-21	Preferred Source of Transport to POD Comments. Indicates the preferred source of transportation for movement of the force to a POD or ocean area. Codes are in table 7.9. Edit. Required data unless unit is in place. Must be one of the source codes from table 7.9. when used.	1	A
1-22	Load Configuration to the POD Comments. Describes the type loading desired for delivering the force to a POD or ocean area. Codes are in Table 7.10. Edit. Required data unless unit is in place. Must be one of the codes in table 7.10. when used.	1	A
1-23	Discharge Constraints at the POD Comments. Describe a maximum of two (most significant if more than two) limitations or restrictions at the POD or ocean area location. If additional constraints are mandatory for a plan, they should be described in a REMARK data submission. Codes are in Table 7.11. A single-value constraint should be left-justified. The value N is used when discharge constraints are not applicable. Edit. Required data unless unit is in place. Must be codes in table 7.11. when used.	2	A
1-24	Earliest Arrival Date	4	AN

Ref.No.	Element Name	No.Char.	Type Data
	<p>Comments. Specifies the earliest date a force is permitted to arrive at a POD or ocean area. Table 7.14. explains date values.</p> <p>Edit. Required data unless in place or on-call unit. When used, value must be according to guidance in table 7.14. and equal to or less than the value for LAD.</p>		
1-25	<p>POD Latest Arrival Date (LAD)</p> <p>Comments. Specifies the latest date by which a force or any element thereof must arrive at the ocean area or POD and complete unloading. The value "9999" indicates a unit is on call to the POD. A value that is left blank indicates an in-place unit. Table 7.14. explains date values</p> <p>Edit. Required data unless unit is in place. When used. The value must be 9999 or according to table 7.14. If the date from table 7.14. is used for LAD, it must be greater than or equal to the EAD, and if the date from table 7.14. is used for RDD, the LAD must be less than or equal to the RDD.</p>	4	AN
1-26	<p>Priority for POD Arrival</p> <p>Comments. Indicates desired sequence for arrival on the LAD at a POD. The value is a three-digit number 001-999 or left blank. A value may be used only once on a given LAD regardless of the number of PODs. A blank indicates an in-place unit.</p> <p>Edit. Required data unless unit is in place, on call to the POD, or the POD is an ocean area. Optional data when the unit is on call or no terminal through-put considerations apply (amphibious assault area). When used, must be a three-digit number (or blank if unit is in place).</p>	3	N
1-27	<p>POD Priority Add On</p> <p>Comments. Provides a means for inserting a force requirement into the priority arrival at POD sequence without resequencing already assigned priorities.</p> <p>Edit. Optional data. If used, must be alphabetic character, except I and Q. Must be blank for an in-place unit.</p>	1	A
1-28	<p>Destination Geolocation Code</p> <p>Comments. Describes the specific geographic location of the destination. Value is left blank if POD and destination are the same. If destination is unknown and country is unknown, geolocation code XPQF, which means "Unknown Foreign Location," is used. Table 7.12. explains location codes.</p> <p>Edit. Required data if unit is in place or POD and destination are not the same. Must be valid GEOFILE code when used.</p>	4	AN

Ref.No.	Element Name	No.Char.	Type Data
1-29	Preferred Mode of Transport to Destination Comments. Indicates the preferred transportation mode for movement of the force to the destination. The value Z is used for an in-place unit. Codes are in Table 7.9. Edit. Required data unless POD and destination are the same. Must be one of the mode codes from table 7.9. when used.	1	A
1-30	Preferred Source of Transport to Destination Comments. Indicates the preferred source of transportation for movement of the force to the destination. Codes are in table 7.9. Edit. Required data unless unit is in place or POD and destination are the same. Must be one of the source codes from table 7.9. when used.	1	A
1-31	Load Configuration to the Destination Comments. Describes the type loading desired for delivery of the force to the destination. Codes are in Table 7.10. Edit. Required data unless unit is in-place or POD and destination are the same. Must be one of the codes in table 7.10. when used.	1	A
1-32	Discharge Constraints at the Destination Comments. Describes a maximum of two (most significant if more than two) limitations or restrictions at the destination. If additional constraints are mandatory for a plan, they should be described in a REMARKS data submission. Codes are in Table 7.11. A single-value constraint should be left-justified. The value N is used when discharge constraints are not applicable. Edit. Required data unless unit is in place or POD and destination are the same. Must be codes in table 7.11. when used.	2	A
1-33	Required Delivery Date (RDD at Destination) Comments. Specifies the latest date that a force must arrive at the destination and complete unloading. Value 9999 indicates that POD data are known and that the unit is on call to the destination. Table 7.14. explains date values. Edit. Required data unless unit is in place, on call to the POD, or the POD and destination are the same. When used, value must be 9999 or according to table 7.14. If date is derived from table 7.14., the value must be equal to or greater than LAD.	4	AN

7.11.3. Force Unit Identification Category. Force Unit Identification data (**Figure 7.3.**) are used to assign planning origins and POEs or to designate actual units to fill force requirements. The designa-

tion of actual units or planning origins and POEs is essential to a transportation feasibility analysis. For available units, actual UICs are to be used; however, when a specific unit is not known, notional unit identification is to be made without UIC data. Actual unit and UIC designation should follow in the plan development process. It is with force unit identification data that the unit line number (ULN) is introduced. See **Figure 7.3.** for additional information

7.11.3.1. The ULN enables the specification of discrete increments of designated forces, through the use of fragmentation and insert codes, to collectively identify responses to a given force requirement.

7.11.3.2. If a single designated unit satisfies a given force requirement, fragmentation and insert codes are not used (blank values).

7.11.3.3. The ULN consists of the data elements ERN, FRAGMENTATION CODE, and INSERT CODE.

Figure 7.3. Force Unit Identification Category.

Ref.No.	Element Name	No.Char.	Type Data
2-1	Force Requirement Number (FRN) Comments. Provides the unique alpha-numeric identification of a force required for a given plan or document. Detailed instructions are provided in Table 7.3 . FRN should correspond to related force requirement and routing data. Edit. Required data. Must be two, three, four, or five characters.	5	AN
2-2	Fragmentation Code Comments. Designates a subordinate unit, fragmentation, or increment of the requested force. Fragmentation of force unit identification data into a number of iterations is required where, for example, the units assemble from different sources or locations or are transported via different modes or sources of transportation. No entry is made when the designated unit satisfies the total force requirement. Edit. Required data. Must be numeric or alphabetic when used, or left blank.	1	AN
2-3	Insert Code Comments. Designates subordinate units, fragmentation or increments. Used to retain original fragmentation of forces when a planned movement requirement requires additional subdivision. No entry is made for an original requirement or when no subsequent subdivision is required. Edit. Required data. Must be numeric or alphabetic when used, or left blank.	1	AN
2-4	Unit Identification Code (UIC) Comments. Identifies the actual unit designated to fill a force requirement. When specific units are not available and notional units are designated, no entry is made. When actual units are designated, the first character identifies the parent service according to the codes in Table 7.15 . Only valid UICs registered according to Joint Pub 1-03.3 may be used. Edit. Required data if actual unit is designated, otherwise must be left blank. When used, the first portion must be one of the codes from Table 7.11 . of the last five characters must be alphanumeric characters. The letters I and Q are not used.	6	AN
2-5	Unit Type Code (UTC) Comments. Identifies the type unit the providing organization intends to furnish. UTC are discussed in Table 7.6 .	5	AN

Ref.No.	Element Name	No.Char.	Type Data
	<p>Edit. Required data. Must be one of the UTCs contained in the TUCHA or one with the last four characters equal to 99BB and the first character not equal to I or Q. The Service associated with a UTC must correspond to the related Service code.</p>		
2-6	<p>Unit Level Code (ULC)</p> <p>Comments. Describes the level of the designated unit. Codes are in Table 7.7. The ULC is not required for standard force requirements.</p> <p>Edit. Required data if UTC of designated unit is nonstandard. Must be one of the codes in table 7.7. when used.</p>	3	A
2-7	<p>Unit Name</p> <p>Comments. Provides supplemental information to assist in describing the unit designated to fill the force requirement. Free-form text is used. If a notional unit, the force description is entered. For an actual unit, the unit name is entered.</p> <p>Edit. Required data if UIC is reported. Optional data when notional unit is designated.</p>	30	AN
2-8	<p>Projected Days Late at POD</p> <p>Comments. Indicates the number of days the unit is expected to be late at the POD. Values are 01-99.</p> <p>Edit. Optional data. Must be numeric when used.</p>	2	N
2-9	<p>Date Unit Ready to Load</p> <p>Comments. Indicates the date the unit will be ready to move from the origin. Not used for in-place units or units on call to the POD. Table 7.14. explains date values.</p> <p>Edit. Required data unless unit is in place or on call to POD. When used, value must be according to table 7.14. and must be less than or equal to the value for LAD.</p>	4	AN
2-10	<p>Project Code</p> <p>Comments. Provides identifying project code information for special projects and special movements.</p> <p>Edit. Optional data. No edit check.</p>	3	AN
2-11	<p>Origin Geolocation Code</p> <p>Comments. Identifies the point or station where the actual unit is located, or for notional units, the most likely station where the unit will become available. Table 7.12. explains geolocation codes. Not used for in-place units.</p> <p>Edit. Required data unless in-place unit. Must be valid GEO-FILE code when used.</p>	4	AN
2-12	<p>POE Geolocation Code</p>	4	AN

Ref.No.	Element Name	No.Char.	Type Data
	Comments. Identifies the POE recommended-mended by the data originator. POE for tactical ships not involved in transport will be the homeport. Not used for in-place units. Edit. Required data unless in-place unit. Must be valid GEO-FILE code when used.		
2-13	Preferred Mode of Transport to POE Comments. Indicates the transportation mode for movement of the designated force to the POE. Codes are in Table 7.9 . Not used for in-place units. Edit. Required data unless in-place unit. Must be one of the mode codes from table 7.9. when used.	1	A
2-14	Preferred Source of Transport to POE Comments. Indicates the transportation source for movement of the designated force to the POE. Codes are in table 7.9. Not used for in-place units. Edit. Required data unless in-place unit. Must be one of the source codes from table 7.9. when used.	1	A

7.11.4. Force Movement Characteristics Category. Force movement characteristics data (see Figure 7.4.) are required to be included within TPFDD data elements for nonstandard force requirements (those whose movements characteristics are not contained in the TUCHA file or those whose movement characteristics differ from those contained in the TUCHA file). For a standard force requirement (a force requirement with a standard UTC), movement characteristics data are automatically available from the TUCHA file. Force movement characteristics data may contain information concerning personnel and cargo. The ULN for movement characteristics relates to the ULN for corresponding force unit identification data. See figure 7.4 for additional information.

7.11.4.1. When the FRN data element of a ULN indicates the personnel portion of a split shipment (P), only personnel movement characteristics are specified for the given ULN. Conversely, for the cargo portion of a split shipment (C), there would be no personnel movement characteristics. Within the TUCHA file, it is possible for a standard UTC to contain personnel only or equipment only.

7.11.4.2. Cargo category data (**Table 7.18.**) are to be submitted when there are cargo movements characteristics. Each unique CARGO CATEGORY CODE is to be reported.

7.11.4.3. Cargo items are to be reported to obtain specific dimensions and quantities of items related to a CARGO CATEGORY CODE. Cargo items reporting is specifically required when the first position cargo category code (see table 7.18.) is A, B, C, D, K, or L; when any dimension is over 35 feet, and for all items other than bulk cargo.

Figure 7.4. Force Movement Characteristics Category.

Ref No.	Element Name	No. Char	Type Data
3-1	Force Requirement Number (FRN) Comments. Provides a unique alpha-numeric identification of a force required for a given plan or document. Detailed instructions are provided in Table 7.3 . FRN should correspond to related force unit identification data. Edit. Required data. Must be two, three, four, or five characters.	5	AN
3-3	Fragmentation Code Comments. Designates a subordinate unit, fragmentation, or increment of the requested force. The value used should correspond to related force unit identification data. If no such data have been submitted, the value is left blank. Edit. Required data. Must be numeric, alphabetic, or left blank.	1	AN
3-3	Insert Code Comments. Designates subordinate units, fragmentation or increments. The value used should correspond to related force unit identification data; if no such data have been submitted, the value is left blank. Edit. Required data. Must be numeric, alphabetic, or left blank.	1	AN
3-4	Unit Strength Comments. Indicates the actual unit strength of the unit that is being described. Not used if the cargo portion of a split shipment is being described. Edit. Required data for a nonstandard force requirement with an FIC of 1, 8, or 9; however, must be left blank for the cargo portion of a split shipment. Must be five numeric characters when used.	5	N
3-5	Personnel Requiring TOA Transport Comments. Indicates the number of personnel who normally will require nonorganic transportation. For the cargo portion of a split shipment, this data element indicates the number of personnel who must accompany the cargo.	5	N

Ref No.	Element Name	No. Char	Type Data
	<p>Edit. Required data for a nonstandard force requirement with an FIC of 1, 8, or 9, and when personnel are to accompany cargo of a split shipment. Must be five numeric characters when used and less than or equal to the unit strength.</p>		
3-6	<p>Reported Number of Cargo Categories</p> <p>Comments. Indicates the number of cargo categories, up to a maximum of 99, associated with this iteration of force movement characteristics data. There will be a number of iterations of cargo category data elements 3-7 through 3-13 to equal the number of cargo categories reported in this data element. Cargo categories are not reported with the personnel portion of a split shipment. An entry is required for a nonstandard force requirement with an FIC of 1 or a standard force requirement with an FIC of 0.</p> <p>Edit. Required data for a nonstandard force requirement with an FIC of 2 or 8; however, must be left blank for the personnel portion of a split shipment. Must be two numeric characters when used.</p>	2	N
3-7	<p>Cargo Category Code</p> <p>Comments. Indicates the code for the kind of cargo for which quantitative data are provided in data elements 3-8 through 3-13. Codes are in Table 7.18. This data element and its related data elements are reiterated for each unique cargo category code for the designated ULN. The number of iterations is to match the number submitted under <u>NUMBER OF CARGO CATEGORIES</u> element.</p> <p>Edit. Required data when force movement characteristics data are submitted with cargo information. Must be valid codes from Table 7.18.</p>	3	AN
3-8	<p>Cargo Category Square Feet</p> <p>Comments. Indicates the number of square feet of deck space required if any cargo within the category has a dimension greater than 35 feet or the first position of the <u>CARGO CATEGORY CODE</u> is A, B, C, D, K, or L.</p> <p>Edit. Required data if any cargo within the category has a dimension greater than 35 feet or the first position of the <u>CARGO CATEGORY CODE</u> is A, B, C, D, K, or L. Must be numeric when used.</p>	6	N
3-9	Cargo Category STONS	6	N

Ref No.	Element Name	No. Char	Type Data
	<p>Comments. Indicates the total number of short tons to the nearest tenth (123456 is equal to 12,345.6 short tons). If containerized, the container weight is not included. Not used when reporting bulk POL.</p> <p>Edit. Required data unless cargo is bulk POL. Must be numeric when used.</p>		
3-10	<p>Cargo Category MTONS</p> <p>Comments. Indicates the total number of whole measurement tons of the cargo being described (40 cubic feet equals 1 MTON). If containerized, container size is not included. Not used when reporting bulk POL.</p> <p>Edit. Required data unless cargo is bulk POL. Must be numeric when used.</p>	6	N
3-11	<p>Cargo Category POL CBBLs</p> <p>Comments. Indicates bulk POL in hundreds of barrels (15,000 barrels are entered as 000150). Only used when reporting bulk POL.</p> <p>Edit. Required data when cargo is bulk POL. Must be numeric when used.</p>	6	N
3-12	<p>Heavy Lift/Dimension Code</p> <p>Comments. Identifies the heaviest item and the dimension of the largest item in the cargo category being described. Bulk POL and granular cargo are not considered. If containerized, container weight is not included. Codes are in Table 7.19.</p> <p>Edit. Required data unless bulk POL or granular cargo. Must be code from table 7.19 when used.</p>	1	A
3-13	<p>Number of Cargo Category Detail Items</p> <p>Comments. Indicates the number of cargo items, up to a maximum of 999, associated with a given iteration of <u>CARGO CATEGORY CODE</u> data. There will be a number of iterations of cargo item data elements 3-14 through 3-22 to equal the number of cargo items reported in this data element.</p> <p>Edit. Required data if any item has a dimension greater than 35 feet; or the first position of the <u>CARGO CATEGORY CODE</u> is A, B, C, D, K, or L. Must be numeric when used.</p>	3	N
3-14	<p>Cargo Item Identification Number</p>	3	N

Ref No.	Element Name	No. Char	Type Data
	<p>Comments. Provide a sequential number, beginning with 001, to discreetly identify each iteration of cargo item data related to a specific iteration of <u>CARGO CATEGORY CODE</u> data.</p> <p>Edit. Required data. Must be numeric.</p>		
3-15	<p>Cargo Item Description/EIC</p> <p>Comments. Indicates the cargo description from the UNITREP reporting instructions or the TUDET file, or by free form text.</p> <p>Edit. Required data.</p>	14	AN
3-16	<p>Cargo Item Length</p> <p>Comments. Lists the length, in inches, of a single item of the cargo being described.</p> <p>Edit. Required data. Must be numeric.</p>	4	N
3-17	<p>Cargo Item Width</p> <p>Comments. Lists the width, in inches, of a single item of the cargo being described.</p> <p>Edit. Required data. Must be numeric.</p>	3	N
3-18	<p>Cargo Item Height</p> <p>Comments. Lists the height, in inches, of a single item of the cargo being described.</p> <p>Edit. Required data. Must be numeric.</p>	3	N
3-19	<p>Cargo Item Square Feet</p> <p>Comments. Lists the square feet of floor or deck space required for a single item of cargo being described. If special storage or transportation requirements demand a larger space than the dimensions indicate, the larger space is used to calculate the square feet.</p> <p>Edit. Required data. Must be numeric.</p>	4	N
3-20	<p>Cargo Item STONS</p> <p>Comments. Lists the weight, in short tons, to the nearest tenth of a ton for the heaviest single item of cargo being described (123456 is equal to 12,345.6 short tons). If containerized, the container weight is not included.</p> <p>Edit. Required data. Must be numeric.</p>	6	N
3-21	<p>Cargo Item MTONS</p>	6	N

Ref No.	Element Name	No. Char	Type Data
	<p>Comments. Lists the total measurement to the nearest tenth of a ton for the item of cargo being described (123456 is equal to 12,345.6 measurement tons). If special storage of transportation requirements demand a larger space than the dimensions indicate, the larger dimension is used to calculate the measurement tons. If containerized, container weight and size is not used in the calculation.</p> <p>Edit. Required data. Must be numeric.</p>		
3-22	Cargo Item Pieces Count	3	N
	<p>Comments. Provide the number of pieces of the item of cargo being described.</p> <p>Edit. Required data. Must be numeric.</p>		

7.11.5. Service Force Definition Supplement Category. Each service may provide supplemental definitive information concerning an FRN identified by force requirement and routing data (see **Figure 7.5.**). Deviations from standard unit type package requirements or definitions of requirements of a nonstandard unit type package must be provided. Defined nonstandard unit type packages must be unique to a single operation plan. Reported data are subject to edit within service channels. The first three data elements apply to all Services. See figure 7.5 for additional information

Figure 7.5. Service Force Definition Supplement Category.

Ref.No.	Element Name	No.Char.	Type Data
4-1	Force Requirement Number (FRN) Comments. Provides the unique alpha-numeric identification of a force required for a specified plan or document. Detailed instructions are provided in Table 7.3 . <u>ERN</u> , <u>ERAG</u> , and <u>INSERT</u> coding should correspond to related force requirement and routing data. Edit. Required data. Must be two, three, four, or five characters.	7	AN
4-2	Service Code Comments. Provides a code to identify the service that is submitting supplemental force definition data. The codes are: U = Air Force (Manpower and personnel) Y = Air Force Logistics V = Navy or Coast Guard W = Army X = Marine Corps Edit. Required data. Must be <u>U</u> , <u>V</u> , <u>W</u> , <u>X</u> , or <u>Y</u>	1	A
4-3	Comment Line Number Comments. Provides a number which identifies a specific comment within a sequence of 001-999 for the given FRN. Edit. Required data. No edit check required. (The following data element is applicable only to the Army, Navy, Marine Corps, and Coast Guard.)	3	N
4-4	Comment Comments. Provides supplemental information that, when combined with the type unit specified for the given FRN, fully defines the force requirement. Edit. Optional data. No edit check required. (These data elements are applicable only to the Air Force (Manpower and personnel).)	48	AN
4-5	USAF Unit Type Code Comments. Describes the type of unit for which the force requirement is stated. Edit. Optional data. Edit is subject to service criteria.	5	AN
4-6	USAF Functional Account Code (FAC)	4	N

Ref.No.	Element Name	No.Char.	Type Data
	Comments. Lists the Air Force FAC applicable to the manpower requirements being described. Edit. Optional data. Edit is subject to service criteria.		
4-7	Air Force Specialty Code (AFSC) Comments. Lists the AFSC of the requirement. One position is used for AFSC prefix, five positions are used for the AFSC number, and one position is used for the AFSC suffix. Prefix and suffix are used only if required. For officer AFSC numbers, the data is right-justified with a leading zero. Edit. Optional data. Edit is subject to service criteria.	7	N
4-8	USAF Officer Grade Comments. Lists two-digit grade code from AFM 30-4, ADE GR 050. Edit. Optional data. Edit is subject to service criteria.	2	N
4-9	USAF Quantity Required Comments. Specifies total package requirement for preceding data elements FAC, AFSC, and US Air Force officer grade (if applicable). Edit. Optional data. Edit is subject to service criteria.	3	N
4-10	USAF Standard Package Change Comments. Specifies the increase (+) or decrease (-) from 001-999 of manpower positions added to or deleted from the specified standard unit type package. This data element is not used when establishing a nonstandard package. Edit. Optional data. Edit is subject to service criteria.	4	AN
4-11	USAF Comment Comments. Left blank. Edit. Optional data. No edit check.	10	AN

7.11.6. Non-unit-Related Cargo Characteristics and Routing Category. Non-unit-related cargo data (see **Figure 7.6.**) are generally provided to identify sustaining supplies to support forces deployed within the operation plan. Sustaining supplies and resupply include subsistence, individual clothing and equipment, POL, construction material, ammunition, medical material, major end items, repair parts, and material to support military programs. See figure 7.6 for additional information

7.11.6.1. Requirements for POL are stated in 10-day increments; all other cargo requirements are stated in 5-day increments.

7.11.6.2. Non-unit-related cargo data are identified by CINs. A CIN is comprised of the data elements CARGO PROVIDING ORGANIZATION, TYPE OF CARGO MOVEMENT, and CARGO SEQUENCE NUMBER.

Figure 7.6. Non-unit-Related Cargo Characteristics and Routing Category.

Ref.No.	Element Name	No.Char.	Type Data
5-1	Cargo Providing/Using Organization Comments. Provides a code to identify the service or agency that is responsible for providing the required cargo. Codes are in Table 7.16 . Edit. Required data. Must be one of the codes in table 7.16.	1	A
5-2	Type of Cargo Movement Comments. Categorizes the functional use of the cargo requirement. Codes are in Table 7.17 , paragraph a. Edit. Required data. Must be code from table 7.17 paragraph a.	1	A
5-3	Cargo Sequence Number Comments. Provides a consecutive sequential number that cannot be repeated for the same providing organization and type movement. Edit. Required data. Must be numeric.	5	N
5-4	Origin Geolocation Code Comments. Indicates the geolocation code for the expected originating point for the cargo. Table 7.12 , explains geolocation codes. Edit. Required data. Must be a valid GEOFILE code.	4	AN
5-5	POE Geolocation Code Comments. Indicates the geolocation code for the planned POE. Table 7.12, explains geolocation codes. Edit. Required data. Must be a valid GEOFILE code.	4	AN
5-6	Mode of Transport to POE Comments. Indicates the planned mode of transport for moving the cargo from origin to POE. Codes are in Table 7.9 . Edit. Required data. Must be a mode code from table 7.9.	1	A
5-7	Source of Transport to POE Comments. Indicates the planned source of transport for moving cargo from origin to POE. Codes are in table 7.9. Edit. Required data. Must be a source code from table 7.9.	1	A
5-8	Alternate POE Geolocation Code Comments. Indicates the geolocation code for an alternate POE. Table 7.12 , explains geolocation codes.	4	AN

Ref.No.	Element Name	No.Char.	Type Data
	Edit. Optional data. If used, must be valid GEOFILE code.		
5-9	POD Geolocation Code	4	AN
	Comments. Identifies the geolocation code for the planned POD. Table 7.12. explains geolocation codes.		
	Edit. Required data. Must be valid GEOFILE code.		
5-10	Mode of Transport to POD	1	A
	Comments. Indicates the planned mode of transport for moving cargo from POE to POD. Codes are in Table 7.9.		
	Edit. Required data. Must be mode code from table 7.9.		
5-11	Source of Transport to POD	1	A
	Comments. Indicates the planned source of transport for moving of cargo from POE to POD. Codes are in table 7.9.		
	Edit. Required data. Must be source code from table 7.9.		
5-12	Earliest Arrival Date at POD	4	AN
	Comments. Indicates the earliest date cargo can be accepted at the POD. See Table 7.14. for an explanation of date values.		
	Edit. Required data. Must be according to table 7.14.		
5-13	Latest Arrival Date at POD	4	AN
	Comments. Indicates the latest date the cargo must arrive at the POD and complete unloading. See table 7.14. for an explanation of date values. In those instances where the ship carrying the cargo must remain at the POD for a specified period of time due to unique off-loading or operational requirements, REMARK data may be submitted to indicate the number of days involved as measured from the arrival date.		
	Edit. Required data. Must be according to table 7.14.		
5-14	Cargo Category Code	3	AN
	Comments. Identifies the kind of cargo for which quantitative data are provided for the specified cargo increment number. Codes are in Table 7.18.		
	Edit. Required data. Must be three codes from table 7.18.		
5-15	Heavy Lift/Dimension Code	1	A
	Comments. A code which equates to the heaviest item and the greatest dimension of the largest item in the cargo category being described. Bulk POL and granular cargo are not considered. If containerized, the container weight is not included. Codes are in Table 7.19.		

Ref.No.	Element Name	No.Char.	Type Data
	Edit. Required data unless bulk POL or granular cargo. Must be code from table 7.19. when used.		
5-16	Supply Class/Subclass Code Comments. Indicates the supply class and, when appropriate, the supply subclass, for the cargo being described. When the supply class in position one is 4, 6, 8, or 0 (zero), the supply subclass in position two is not used. Codes are in Table 7.20. Edit. Required data. Supply class must be a supply class code in table 7.20. Supply subclass must be blank if supply class value is 4, 6, 8, or 0 (zero); otherwise, the supply subclass must be a subclass code from table 7.20.	2	AN
5-17	Cargo Square Feet Comments. Indicates the number of square feet of deck space required for transporting the cargo when the first position of the <u>CARGO CATEGORY CODE</u> is A, B, C, D, K, or L; otherwise, it is not used. Edit. Required data when first position of <u>CARGO CATEGORY CODE</u> is A, B, C, D, K, or L; otherwise it is left blank. Must be numeric when used.	6	N
5-18	Cargo Weight STONS Comments. Indicates the total number of short tons to the nearest tenth for the cargo being described (123456 is equal to 12,345.6 short tons). If containerized, the container weight is not included. Not used when reporting bulk POL. Edit. Required data unless cargo is bulk POL. Must be numeric when used.	6	N
5-19	Cargo Cube MTONS Comments. Indicates the total number of whole measurement tons of the cargo being described. If containerized, container size is not included. Not used when reporting bulk POL. Edit. Required data unless cargo is bulk POL. Must be numeric when used.	6	N
5-20	Cargo Bulk POL Comments. Indicates bulk POL in hundreds of barrels (15,000 barrels are reported as 000150). Used only when reporting bulk POL. Edit. Required data when cargo is bulk POL. Must be numeric when used.	6	N
5-21	Project Code	3	AN

Ref.No.	Element Name	No.Char.	Type Data
	Comments. Provides identifying project code information for special projects and special movements. Edit. Optional data. No edit check.		
5-22	Destination Geolocation Code Comments. Identifies the geolocation code for the planned destination. Table 7.12. explains geolocation codes. Edit. Optional data. If used, must be a valid GEOFILE Code.	4	AN
5-23	Destination Required Delivery Date Comments. Specifies the latest date the cargo must arrive at the destination and complete unloading. Table 7.14. explains the date values. Edit. Optional data. If used, must be according to table 7.14. and the value must be equal to or greater than the LAD at POD.	4	AN
5-24	Mode of Transport to Destination Comments. Indicates the planned mode of transport for moving the cargo from POD to destination. Codes are in Table 7.9. Edit. Optional data. If used, must be a mode code from table 7.9.	1	A
5-25	Source of Transport to Destination Comments. Indicates the planned source of transport for moving cargo from POD to destination. Codes are in table 7.9. Edit. Optional data. If used, must be a source code from table 7.9.	1	A

7.11.7. Non-unit-Related Personnel Characteristics and Routing Category. Non-unit-related personnel data (**Figure 7.7.**) identify required personnel who are not associated with a specific force requirement. Personnel to be considered include fillers, retrograde personnel, replacements, medical evacuees, and others such as casualties and civilians. Non-unit-related personnel data are identified by a personnel increment number (PIN). A PIN is comprised of the data elements PERSONNEL PROVIDING ORGANIZATION, TYPE OF PERSONNEL MOVEMENT, and PERSONNEL SEQUENCE NUMBER. See figure 7.7 for additional information

Figure 7.7. Non-unit-Related Personnel Characteristics and Routing Category.

Ref.No	Element Name	No.Char.	Type Data
6-1	<p>Personnel Providing Organization</p> <p>Comments. Provides a code to identify the service or agency which is responsible for providing the required personnel. Codes are in Table 7.21.</p> <p>Edit. Required data. Must be one of the codes in table 7.21.</p>	1	AN
6-2	<p>Type of Personnel Movement</p> <p>Comments. Identifies functional use of the personnel requirement. Codes are in Table 7.17. paragraph b.</p> <p>Edit. Required data. Must be code from table 7.17 paragraph b.</p>	1	A
6-3	<p>Personnel Sequence Number</p> <p>Comments. Specifies a consecutive sequential number which cannot be repeated for the same providing organization and type of movement.</p> <p>Edit. Required data. Must be numeric.</p>	5	N
6-4	<p>Origin Geolocation Code</p> <p>Comments. Indicates the geolocation code for the expected originating point for the personnel. Table 7.12. explains geolocation codes.</p> <p>Edit. Required data. Must be valid GEOFILE code.</p>	4	AN
6-5	<p>POE Geolocation Code</p> <p>Comments. Indicates the geolocation code for the planned POE. Table 7.12 explains geolocation codes.</p> <p>Edit. Required data. Must be valid GEOFILE code.</p>	4	AN
6-6	<p>Mode of Transport to POE</p> <p>Comments. Indicates the planned mode of transport for moving personnel from origin to POE. Codes are in Table 7.9.</p> <p>Edit. Required data. Must be mode code from table 7.9.</p>	1	A
6-7	<p>Source of Transport to POE.</p> <p>Comments. Indicates the planned course of transport for moving personnel from origin to POE. Codes are in table 7.9.</p> <p>Edit. Required data. Must be a source code from table 7.9.</p>	1	A
6-8	<p>Alternate POE Geolocation Code</p>	4	AN

Ref.No	Element Name	No.Char.	Type Data
	<p>Comments. Indicates the geolocation code for an alternate POE. Table 7.12. explains geolocation codes.</p> <p>Edit. Optional data. If used, must be a valid GEOFILE code.</p>		
6-9	<p>POD Geolocation Code</p> <p>Comments. Identifies the geolocation code for the planned POD. Table 7.12 explains geolocation codes.</p> <p>Edit. Required data. Must be a valid GEOFILE code.</p>	4	AN
6-10	<p>Mode of Transport to POD</p> <p>Comments. Indicates the planned mode of transport for moving personnel to the POD. Codes are in Table 7.9.</p> <p>Edit. Required data. Must be mode code from table 7.9.</p>	1	A
6-11	<p>Source of Transport to POD</p> <p>Comments. Indicates the planned source of transport for moving personnel to the PD. Codes are in table 7.9.</p> <p>Edit. Required data. Must be source code from table 7.9.</p>	1	A
6-12	<p>Earliest Arrival Date at POD.</p> <p>Comments. Indicates the earliest date personnel can be accepted at the POD. Table 7.14. explains date values.</p> <p>Edit. Required data. Must be according to table 7.14.</p>	4	AN
6-13	<p>Latest Arrival Date at POD</p> <p>Comments. Indicates the latest date the personnel must arrive at the POD and complete unloading. Table 7.14. explains date values.</p> <p>Edit. Required data. Must be according to table 7.14.</p>	4	AN
6-14	<p>Personnel Requiring TOA Transport</p> <p>Comments. Indicates the total number of personnel included in the increment covered by the specified personnel sequence number.</p> <p>Edit. Required data. Must be numeric.</p>	5	N
6-15	<p>Destination Geolocation Code</p> <p>Comments. Identifies the geolocation code for the planned destination. Table 7.12. explains geolocation codes.</p> <p>Edit. Optional data. If used, must be a valid GEOFILE code.</p>	4	AN
6-16	<p>Destination Required Delivery Date</p>	4	AN

Ref.No	Element Name	No.Char.	Type Data
	Comments. Specifies the latest date the personnel must arrive at the destination and complete unloading. Table 7.14. explains date values. Edit. Optional data. If used, must be according to table 7.14. The value must be equal to or greater than LAD at POD.		
6-17	Mode of Transport to Destination	1	A
	Comments. Indicates the planned mode of transport for moving personnel from POD to destination. Codes are in Table 7.9. Edit. Optional data. If used, must be a mode code from table 7.9.		
6-18	Source of Transport to Destination	1	A
	Comments. Indicates the planned course of transport for moving personnel from POD to destination. Codes are in table 7.9. Edit. Optional data. If used, must be a source code from table 7.9.		

7.11.8. Movement Tables Category. Movement tables data (see **Figure 7.8.**) provide information about intermediate location, POE, POD, and destination. Movement tables data are also used to indicate requirements that exceed lift resources or port capabilities. The movement requirement cannot be met when data are not reported for DEPARTURE DATE, ARRIVAL DATE, PERSONNEL TRANSPORTATION MEANS, and CARGO TRANSPORTATION MEANS. See figure 7.8 for additional information

7.11.8.1. Movement tables data are prepared by the applicable commanders of unified and specified commands, service, or TOA for each unit line number and non-unit-related cargo increment number personnel increment number for required transportation legs.

7.11.8.1.1. The commanders of unified and specified commands are responsible for preparing and submitting movement tables data for requirements that will be moved via organic or other means of transportation under their control.

7.11.8.1.2. The Services are responsible for preparing movement tables data for movements that will be accomplished by service-controlled lift such as logistics airlift (LOGAIR).

7.11.8.1.3. The TCCs are responsible for preparing movement tables data for requirements that require transportation by CJCS-controlled lift, commercial transportation, or use of CONUS common-user SPOEs.

7.11.8.1.4. Interagency coordination must be accomplished in the preparation of movement tables data.

7.11.8.1.5. AMC and MSC must prepare separate movement tables to define the transportation legs involved in completing the movement of a requirement.

7.11.8.2. The type of movement table to be used for the movement of a requirement is based on the transportation legs involved in completing the movement. Movement tables to be used are determined as shown:

Code	Transportation Leg
L	Movement to POE
M	Movement to Intermediate Location
N	Movement to PDO
P	Movement to Destination

It is the end point of each leg of movement that determines the movement table code to be reported. The beginning location of a movement leg is not germane to the movement table code; it is simply the DEPARTURE LOCATION. All possible transportation legs (L, M, N, and P) are not necessarily needed for every movement.

7.11.8.2.1. Movement table code **P** is always used when the movement is direct from the departure location to the destination. If the movement consists of more than one leg, iterations of movement tables data are prepared for each leg used. For example, if a movement is located at an origin that is also its POE, and it is scheduled to move to a POD and then to a destination, two transportation legs are required. The first leg of movement tables data would be code **N** moving to the POD. The second iteration of movement tables data would be code **P** moving to the destination.

7.11.8.2.2. The DEPARTURE GEOLOCATION CODE is whatever location happens to be the beginning point of a transportation leg; any relationship to origin, POE, intermediate location, or POD is insignificant.

7.11.8.2.3. The ARRIVAL GEOLOCATION CODE affects the selection of the **L**, **M**, **N**, or **P** transportation leg code. The end point of the last leg is a code of **P** since the last leg is always considered to be the destination (this is true even though the last leg may also be a POD). When the ARRIVAL GEOLOCATION CODE is not the final transportation leg, the appropriate **L**, **M**, or **N** code is used according to its relationship to the specified movement requirement location code.

Figure 7.8. Movement Tables Category.

Ref.No.	Element Name	No.Char.	Type Data
7-1	<p>Movement Identification</p> <p>Comments. Identifies the ULN, CIN, or PIN that relate to this movement table.</p> <p>Edit. Required data. Cannot be blank.</p>	7	AN
7-2	<p>Transportation Leg</p> <p>Comments. Indicates the transportation leg for the given <u>MOVEMENT IDENTIFICATION</u>. Codes used are <u>L</u> for movement to POE, <u>M</u> for movement to intermediate location, <u>N</u> for movement to POD, and <u>P</u> for movement to destination.</p> <p>Edit. Required data. Must be <u>L</u>, <u>M</u>, <u>N</u>, or <u>P</u>.</p>	1	A
7-3	<p>Transportation Source</p> <p>Comments. Identifies the selected source of the transportation to be used for the specified <u>TRANSPORTATION LEG</u>. Codes are in Table 7.9.</p> <p>Edit. Required data. Must be one of the source codes from table 7.9.</p>	1	A
7-4	<p>Sequential Set Number</p> <p>Comments. Identifies sequentially the number assigned to identify uniquely each iteration of movement table data related to the specified <u>MOVEMENT IDENTIFICATION</u>, <u>TRANSPORTATION LEG</u>, and <u>TRANSPORTATION SOURCE</u>. Values are 01-99.</p> <p>Edit. Required data. Must be numeric.</p>	2	N
7-5	<p>Total Number in Set</p> <p>Comments. Indicates the total number of iterations of movement table data related to the specified <u>MOVEMENT IDENTIFICATION</u>, <u>TRANSPORTATION LEG</u>, and <u>TRANSPORTATION SOURCE</u>. Values are 01-99.</p> <p>Edit. Required data. Must be numeric.</p>	2	N
7-6	<p>Departure Geolocation Code</p> <p>Comments. Geolocation code of departure location. Table 7.12. explains geolocation codes.</p> <p>Edit. Required data. Must be valid GEOFILE code.</p>	4	AN
7-7	<p>Departure Location Type Code</p> <p>Comments. Indicates whether departure location is origin, POE, intermediate location, or POD. Codes are in Table 7.22.</p>	1	A

Ref.No.	Element Name	No.Char.	Type Data
	Edit. Required data. Must be code from table 7.22.		
7-8	Departure Date	4	AN
	<p>Comments. Indicates the date the specified movement is planned to clear the departure location. If an MTMC movement (usually origin to POE) cannot clear the departure location in one day, MTMC prepares only one movement table using the date the last passenger or piece of equipment is scheduled to clear the departure location. MTMC prepares movement tables to interface with the respective AMC and MSC movement tables. AMC and MSC prepares separate movement tables for each departure date. Table 7.14. explains date values. This data element is left <u>blank</u> if the movement requirement cannot be met.</p> <p>Edit. Required data if movement requirement can be met. Must be according to table 7.14. when used.</p>		
7-9	Personnel Transportation Mode	1	A
	<p>Comments. Identifies the mode of transportation to be used to move personnel. Codes are in Table 7.9. Personnel movement may be the personnel portion of a nonsplit force requirement, the personnel portion of a split shipment, accompanying personnel with the cargo portion of a split shipment, or a non-unit-related personnel requirement.</p> <p>Edit. Required data if personnel are moved. Must be a mode code from table 7.9. when used.</p>		
7-10	Cargo Transportation Mode	1	A
	<p>Comments. Identifies the mode of transportation to be used to move cargo. Codes are in table 7.9. Cargo movement may be for a nonsplit force requirement, the cargo portion of a split shipment, or a non-unit-related cargo requirement.</p> <p>Edit. Required data if cargo is moved. Must be a mode code from table 7.9. when used.</p>		
7-11	Personnel Transportation Means	1	A
	<p>Comments. Identifies the specific means of transportation to be used to move the personnel. Codes are in Table 7.24. This data element is left <u>blank</u> if the movement requirement can be met.</p> <p>Edit. Required data if personnel are being moved and movement requirement can be met. Must be code from table 7.24. when used.</p>		
7-12	Cargo Transportation Means	1	A

Ref.No.	Element Name	No.Char.	Type Data
	<p>Comments. Identifies the specific means of transportation to be used to move the cargo. Codes are in table 7.24. This data element is left <u>blank</u> if the movement requirement cannot be met.</p> <p>Edit. Required data if cargo is being moved and movement requirement can be met. Must be code from table 7.24. when used.</p>		
7-13	<p>Arrival Geolocation Code</p> <p>Comments. Geolocation code of arrival location. Table 7.12. explains geolocation codes.</p> <p>Edit. Required data. Must be valid GEOFILE code.</p>	4	AN
7-14	<p>Arrival Date</p> <p>Comments. The date the movement is planned to arrive at the specified arrival location. Table 7.14. explains date values. This data element is left <u>blank</u> if the movement requirement cannot be met.</p> <p>Edit. Required data if movement requirement can be met. Must be according to table 7.14. when used.</p>	4	AN
7-15	<p>Cargo Special Category Code</p> <p>Comments. Indicates non-self-deployable aircraft (NS-DA), value <u>B</u>; floating craft, value <u>C</u>; containerized cargo, value <u>I</u>; or other cargo if no value is entered. The values <u>B</u> and <u>C</u> are identified with the first position of the cargo category code in Table 7.18. The value <u>I</u> is identified as a discharge constraint code in Table 7.11.</p> <p>Edit. Required data for NSDA, floating craft, and sea movement of containerized cargo. Must be <u>B</u>, <u>C</u>, or <u>I</u> when used.</p>	1	A
7-16	<p>Number of Personnel</p> <p>Comments. Indicates the total number of personnel included for the <u>SEQUENTIAL SET NUMBER</u> of a given <u>TRANSPORTATION LEG</u> and <u>MOVEMENT IDENTIFICATION</u>. The value <u>00000</u> is used when movement is cargo only.</p> <p>Edit. Required data. Must be numeric.</p>	5	N
7-17	<p>Cargo Weight STONS</p>	6	N

Ref.No.	Element Name	No.Char.	Type Data
	<p>Comments. Indicates the total number of short tons, to the nearest tenth of a ton, of cargo included for the <u>SEQUENTIAL SET NUMBER</u> of a given <u>TRANSPORTATION LEG</u> and <u>MOVEMENT IDENTIFICATION</u> (123456 is equal to 12,345.6 short tons). If containerized, container weight is not included. Not used when reporting personnel only or bulk POL.</p> <p>Edit. Required data unless reporting personnel only or bulk POL. Must be numeric when used.</p>		
7-18	<p>Cargo Cube MTONS</p> <p>Comments. Indicates the total number of measurement tons of cargo included for the <u>SEQUENTIAL SET NUMBER</u> of a given <u>TRANSPORTATION LEG</u> and <u>MOVEMENT IDENTIFICATION</u>. If containerized, container size is not included. Not used when reporting personnel only or bulk POL.</p> <p>Edit. Required data unless reporting personnel only or bulk POL. Must be numeric when used.</p>	6	N
7-19	<p>Cargo Bulk POL</p> <p>Comments. Indicates bulk POL in hundreds of barrels (15,000 barrels are reported as 000150). Used only when reporting bulk POL.</p> <p>Edit. Required data when cargo is bulk POL. Must be numeric when used.</p>	6	N
7-20	<p>Preceding Transportation Source or Constraint Indicator</p> <p>Comments. Indicates a constraint code from Table 7.23, when the described movement requirement cannot be met, or identifies the transportation source for the preceding transportation leg using a code from Table 7.9. This data element is not used for the first transportation leg.</p> <p>Edit. Required data unless the movement is the first transportation leg and the movement can be met. Must be a code from table 7.9. or table 7.23. when used.</p>	1	AN
7-21	<p>Project Code</p> <p>Comments. Indicates project code assigned to the shipment.</p> <p>Edit. Optional data. No edit check.</p>	3	AN

7.11.9. Remarks Category. Remarks data (see **Figure 7.9**.) are used to provide additional information or comments. See figure 7.9 for additional information

Figure 7.9. TPFDD Data Element Descriptions for Remarks Category.

Ref.No.	Element Name	No.Char.	Type Data
8-1	Remarks Identification Comments. Identifies the FRN, ULN, CIN, or PIN that relate to this REMARK data. Edit. Required data. Cannot be left blank.	7	AN
8-2	Originator Comments. Identifies the organization submitting the REMARK data. Codes are in Table 7.4. Edit. Required data. Must be one of the codes in table 7.4.	1	AN
8-3	Remark Sequence Number Comments. Identifies up to 10 iterations of REMARK data for a given REMARKS IDENTIFICATION using the values 0 through 9. Edit. Required data. Must be numeric.	1	N
8-4	Remark Comments. Used to provide any desired supplemental information. Table 7.25. provides instructions for this entry. Edit. Optional data. No edit check.	49	AN

7.12. Force Description Service Reserved Code (SRC). Each force requirement is identified by major command identity, US Air Force component, force designator group mission, and armament designator. See **Figure 7.10.** for additional information.

Figure 7.10. Force Description Service Reserve Code (SRC).

Ref.No.	Element Name	No.Char.	Type Data
1-7a	Major Command Identity Comments. A code to identify the major command that is providing the force (first two characters of SRC). Codes are in Table 7.27 . Edit. No edit check.	2	AN
1-7b	USAF Component Comments. Provides a code to identify the component that is providing the force (third character of SRC). The codes are: S = Host Nation Support R = Active V = AF Reserve G = National Guard Z = Unknown Edit. No edit check.	1	A
1-7c	Force Designator Group Mission Comments. Provide a code to identify the group mission designator (fourth character of SRC). Codes are in Table 7.28 . Edit. No edit check.	1	A
1-7d	Armament Designator Comments. Provides a code to identify aircraft special capability or armament. Codes are in Table 7.29 . Left blank if not applicable (fifth character of SRC). Edit. No edit check.	1	A

7.13. Tables of Instructions for Submitting and Interpreting JOPESREP Data. This paragraph is a compilation of material from various JOPES source documents. Users must be aware of the possibility of changes in JOPES which may not be immediately reflected in this manual. This sequential arrangement of tables is designed to aid the planner in locating data and instructions for developing inputs to JOPES-REP.

Table 7.1. Plan Identification Number.

1. Assigning Numbers. Each plan is assigned a permanent four-digit number. The number is used for the life of the plan and may not be changed. Block assignments are:

Plan Identification Number Blocks	Assignment
0001-0999	CJCS
1000-1999	USCINCCENT
2000-2999	CINCUSACOM
3000-3399	CINCNORAD
3400-3999	USCINCSPACE
4000-4999	USCINCEUR
5000-5999	USCINCPAC
6000-6999	USCINCSO
7000-7499	CINCUSACOM
7500-7999	USCINCSOC
8000-8999	USCINCSTRAT
9000-9099	USCINCTRANS JTO
9100-9349	USCINCTRANS
9350-9399	AMC
9400-9449	MTMC
9450-9499	MSC
9500-9599	USCINCTRANS
9600-9699	COMJTF ALASKA
9700-9999	COMDT COGARD

2. Command Identification. For each phase or annex as required, each originating commander of a unified or specified command may add a one-digit identification number or letter as a suffix to the plan identification number.

Table 7.2. Document Identification Number.

This number is assigned to a document which describes a deployment situation not covered by an OPLAN. The number is assigned by the CJCS or commander of a unified or specified command. It identifies the year, the sequential number assigned to the document by the CJCS or commander, and the annex designation of the document.

Characters	Remarks
1	Enter the last digit of the calendar year (0-9).
2,3	Enter the sequential number of the document (01-99).
4,5	Enter the identification of the annex. Leave character 5 <u>blank</u> if the annex is identified by a single letter.

EXAMPLE: 002AA identifies Annex AA of the second document of 1980.

Table 7.3. Force Requirement Number.

1. To permit differentiation between CINC OPLAN TPFDD files and force modules, unique unit line numbers (ULN), cargo increment numbers (CIN), force requirements numbers (FRN), and personnel increment numbers (PIN) are allocated for planning and execution (see chart below). Using identical ULNs, CINs, PINs, and force module (FM) identifiers (ID) in more than one TPFDD is not permitted. FM ID for the respective TPFDD should be identical to the parent ULN for the major combat force. (Force modules are defined and discussed in Chapter 4, paragraph 4.7.) The FRN consists of five alpha-numeric characters with special rules for various character positions. The first three characters are identified as the basic FRN.

- a. First Character.** This character must be alphabetic (except **I** and **Q**) or numeric.
- b. Second Character.** This character must be alpha-numeric.
- c. Third Character.** This character may be blank, alphabetic (except **I** and **Q**), or numeric (except **Q** (zero)).
- d. Fourth Character.** This character may be blank, alphabetic (except **I** and **Q**), or numeric (except **Q** (zero)).
- e. Fifth Character.** This character may be blank, alphabetic (except **I** and **Q**), or numeric (except **Q** (zero)). Additionally, the fifth FRN character denotes specific information related to split shipment considerations when the value is **E**, **C**, or **P**. The significance of the values are **E** (do not split), **C** (cargo portion of a split shipment), and **P** (personnel portion of a split shipment).

2. The same FRN must not appear on more than one set of force requirement and routing data and its related cargo and movement information for a specified plan.

3. These rules in a through e below have been established for using the five-character FRN to accommodate the five types of force requirement categories and to identify the split shipment mode where applicable:

a. Grouping. A grouping is designated by the first two characters of the FRN; the remaining three characters are left blank. In all respects, it functions as a parent. It is completely defined by including three-, four-, or five-character FRNs and is entered only for purposes of hierarchical display.

b. Independent Force Category:

- (1) The basic FRN is used to identify an independent force category.
- (2) An independent moving in the split-shipment mode requires two unique FRNs. The cargo portion of the move will be identified by a basic FRN plus the values blank and C. The personnel portion will be identified by the same basic FRN plus the values blank and P.
- (3) An independent that must not be split at any point in the deployment process is identified by a basic FRN, plus the values blank and E.

c. Primary Parent Force Category:

- (1) The basic FRN is used to identify a primary parent force category.
- (2) The FRN is not used to indicate that all, some, or none of the subordinates will move in the split-shipment mode, since identifying and scheduling the unit are not accomplished at the parent level.

d. Secondary Parent Force Category:

- (1) The same basic FRN that is used to identify a primary parent is used with the secondary parent, plus any alphanumeric suffix (except I, Q or Q (zero) for the fourth character (see note) and blank for the fifth character).
- (2) When a four-character FRN is identified as a secondary parent, further subordination is anticipated by using the FRN fifth position. Units identified to this level of subordination cannot be deployed in the split-shipment mode.

e. Subordinate Force Category. A subordinate force category may be identified by either a four- or five-character FRN.

- (1) When a subordinate is identified by a four-character FRN, the basic FRN is identical to the basic FRN of the primary parent. The FRN fourth position may be any alphanumeric character, except I, Q or Q (zero). (See note.) The fifth position is left blank unless split shipment is considered.

NOTE: The values W, X, and Y in the fourth position are reserved for US Air Force Weather Teams (W) and Tactical Air Control Parties (X and Y) and may not be used for other purposes.

- (a) A subordinate with a four-character FRN may be deployed in the split-shipment mode. In this case, two unique FRNs are required. The FRN reflecting the cargo portion contains the same first four characters, and the fifth character is C. The same applies for the personnel portion, except that the fifth character is P.
- (b) A subordinate identified by a four-character FRN that must not be split at any point in the deployment process may be so identified by the value E in the fifth position of the FRN.
- (2) When a subordinate is identified by a five-character FRN, the first four characters are identical to the first four characters of the secondary parent. The fifth character is any alphanumeric character except I, Q, C, E, P, or Q (zero). A subordinate at this level cannot be deployed in the split-shipment mode.

4. Regardless of its structure (except for split-shipment identification), the FRN identifies a single force requirement. For example, when deploying units in an OPLAN with a JSCP allocation of six tactical fighter squadrons, each squadron is assigned a basic FRN.
5. When parts of a type unit are to be deployed to different locations with different dates and different routes, or by different modes, these components are identified as subordinates. If more than 33 subordinates are required with a single primary parent, two alternatives are available:
 - a. The primary parent may be divided into multiple primary parent entries at the basic FRN level with each accommodating 33 subordinates. This alternative is recommended only if some or all of the subordinates must be deployed in the split-shipment mode.
 - b. The primary parent may be subdivided into a maximum of 33 secondary parents, each capable of clustering 30 subordinates. Using this alternative, units cannot be deployed in the split-shipment mode.
6. JOPES standard computer software has been developed to allow the identification of force modules within a given TPFDD file data base. Each individual ULN, CIN, and PIN is associated with one or more force modules and a capability to aggregate the personnel and cargo movement requirements associated with the respective modules. Each force module is identified by a three-character alphanumeric identifier. File space within both JOPES software has been allocated to provide each user with the capability to retrieve a standardized set of data concerning each module. The format for these data must be:
 - a. **Title:**
 - (1) Line 1. (Enter the service standardized format for a one-line description of the module.)
 - (2) Line 2. (Enter the service FM ID.)
 - (3) Lines 3 and 4. (Reserved.)
 - (4) Lines 5 through 10. (Enter service-directed or free format information.)
 - b. **Description:**
 - (1) Line 1. Module was built: (Enter DAY/MO/YR); By: (Enter the office symbol: HQ/OFFICE-13 spaces); and the OPR: (Enter NAME/Defense Switch Network (DSN) NUMBER).
 - (2) Line 2. Module was updated: (Enter DAY/MO/YR) by: (Enter NAME/DSN NUMBER).
 - (3) Line 3. Approved by: (Enter CINC, service or agency).
 - (4) Line 4. Security Classification: (Enter classification-10 spaces) CLASSIFIED BY: (Enter source).
 - (5) Line 5. Declassify On: (Enter DAY/MO/YR).
 - (6) Line 6. (Reserved.)
 - (7) Line 7. (Reserved.)
 - (8) Line 8. (Reserved.)
 - (9) Line 9. Reserve Component Requirements: (Enter total number of reserve forces that must be mobilized to execute this module. Not necessarily just those deployed).
 - (10) Lines 10-19. Abbreviated MISCAP: (Provide mission capability statement for the module).
 - (11) Line 20. Force movement characteristics: (Give assumptions, such as, "origin and POE assumed to be same").

- (12) Lines 21-26. (Enter free form or service-specified data relating to movement of the module).
- (13) Line 25. Number of C-141 Equivalent Loads: (Enter number, 000.0 to 999.9) and C-5 Required Loads (Enter number, 00.0 to 99.9) or Number of Ships by Type; (Enter type, for example, Breakbulk, Roll-On/Roll-Off (RO/RO)). (Use bulk/oversize cargo for C-141 and outsize cargo for C-5 computations.)
- (14) Line 28. Number of Aerial Tanker Sorties Required for Deployment: (Enter number or N/A).
- (15) Lines 29-33. Constraints and Shortfalls: (Provide any standard or unusual constraints and shortfalls on the use of the module, to include other modules required if this module is tasked).
- (16) Line 34. Estimated Bulk Petroleum, Oils, and Lubricants (POL) Requirement for 30 days: (Enter number-5 spaces, 00000) CBBLs/TYPE POL: (Enter type, for example, JP-4).
- (17) Lines 35 through 40: (Reserved).
- (18) Lines 41 through 99. Include employment, special capability, and module construction information in service-or CINC prescribed format, for example, number of days of operation, theater, and intensity of combat used in construction of the module sortie rates and attrition factors and any special support required to use it, or any Reserve or NGB forces required.

ORGANIZATION

Army Components
 Air Force Components
 Marine Components
 Navy Components
 Joint SOF Components
 USTRANSCOM
 US Coast Guard
 JSCE
 Miscellaneous

ULN and FM ID FIRST POSITION ASSIGNMENT

A, B, C, D, E, F
 G, H, J, K, L, M
 N, P, Q, R
 S, U, V
 W, X, Y
 T
 Z
 7
 9

DEDICATED TO SUPPORTED CINC

USCENTCOM 1
 USACOM 2
 USSPACECOM 3
 USEUCOM 4
 USPACOM 5
 USSOUTHCOM 6
 USSTRATCOM 8

NOTE: Services, USSOCOM, USTRANSCOM, US Coast Guard, and JSCE, in coordination with the supported CINC, may further allocate ULN series among their internal MAJCOMs/PROVORGs. Allocations will be within assigned first position blocks above. This allows deconfliction between theaters and

PROVORGs when required. Services, USSOCOM, USTRANSCOM, US Coast Guard, and JSCE sub-allocations will be reflected in JOPES, Volumes I and II and JOPESREP. Refer to the standard DOD TPFDD LOI for additional information.

Table 7.4. Force Providing Organization Codes.

<u>Code</u>	<u>Meaning</u>
1	USCINCCENT
2	CINCUSACOM
3	CINCNORAD
4	USCINCEUR
5	USCINCPAC
6	USCINCSO
7	USCINCACOM ARMY COMPONENT
8	USCINCSTRAT
9	USCINCSOC
A	HQ US Army
B	Navy component of the unified command being supported
C	Air Force component of the unified command being supported
D	Detailed support requirements and host nation-approved means of satisfying them have been documented in an approved final plan
E	Commander, Air Combat Command
F	HQ US Air Force
G	USCINCTRANS
H	Host Nation Support Candidate
J	Joint Chiefs of Staff (decision is required by CJCS to make this unit available)
K	DOD Agency
L	Detailed support requirements have been submitted to host nation for negotiation but are not yet documented in an approved final plan
M	HQ US Marine Corps
N	HQ US Navy
P	HQ US Coast Guard
Q	Allied Air Force
R	Allied Marine Corps
S	USCINCSPACE
T	Allied Navy
U	Allied Organization
V	Allied Army
W	Army component of the unified command being supported
X	Shortfall
Y	USARJ
Z	EUSA

Table 7.5. Service or Using Organization Codes.

<u>Code</u>	<u>Meaning</u>
1*	USCINCENT
2*	CINCUSACOM
3*	CINCNORAD
4*	USCINCEUR
5*	USCINCPAC
6*	USCINCSO
7*	USCINACOM ARMY COMPONENT
8*	USCINCSTRAT
9*	USCINCSOC
A	US Army
B*	Navy component commander
C*	Air Force component commander
F	US Air Force
G*	USCINCTrans
J	Joint
M	US Marine Corps
N	US Navy
P	US Coast Guard
Q**	Allied Air Force
R**	Allied Marine Corps
S*	USCINCSPACE
T**	Allied Navy
U**	Allied Organization
V**	Allied Army
W*	Army component commander
Y*	Fleet Marine Force
Z*	Dept of Health & Human Services

* Use only with non-unit personnel.

** Use only with non-unit cargo and personnel.

Table 7.6. Unit Type Codes.

1. A UTC is a five-character, alphanumeric code that is associated with and allows each type of unit or organization to be categorized into a kind or class having common distinguishing characteristics. UTCs are maintained in the TUCHA file. TUCHA contains movement characteristics of standard deployable type units of fixed composition that depend on common user transportation. TUCHA also contains valid UTCs for nondeployable units; however, no quantitative movement characteristics are available.
2. A UTC in the TUCHA file may be categorized as standard or nonstandard in relation to associated data elements within the TUCHA file. The terms used to define a UTC are based on TUCHA data; not TPFDD data elements:
 - a. A standard UTC is a UTC in the TUCHA file that has complete movement characteristics within the TUCHA file. Such a UTC would describe a deployable type unit of fixed composition.
 - b. A nonstandard UTC is a UTC in the TUCHA file that does not have complete movement characteristics within the TUCHA file. Included in this category are:
 - (1) A unit type with no fixed composition.
 - (2) A unit type which has no associated movement requirement. Unit types not contained in TUCHA are identified by the proper CJCS functional category code followed by 99bb.
 - c. A complete UTC is the same as a standard UTC.
 - d. An incomplete UTC is a UTC in the TUCHA file which does not have complete movement characteristics.
3. When standard UTC data from the TUCHA file are to be used for TPFDD force movement characteristics data, TUCHA data are not redundantly maintained in the TPFDD file. The availability of the TUCHA file is essential to the automated processing of the TPFDD file.

Table 7.7. Unit Level Codes.

<u>Code</u>	<u>Data Item</u>
A	NUMBERED ARMY
ACD	ACADEMY
ACT	ACTIVITY
ADM	ADMINISTRATION (Information Management)
AF	NUMBERED AIR FORCE
AFY	AIR FACILITY
AGP	ARMY GROUP
AGY	AGENCY
ANX	ANNEX
AP	AIR PATROL
AR	AREA
ARS	ARSENAL
AST	AIR STATION
AUG	AUGMENTATION
B	BARGE
BAS	BASE
BD	BOARD
BDE	BRIGADE
BKS	BARRACKS
BLT	BN LANDING TEAM
BN	BATTALION
BND	BAND
BR	BRANCH
BSN	BASIN
BT	BOAT
BTY	BATTERY
CAY	CORPS ARTY
CEC	COMMUNICATIONS ELECTRONICS COMPLEX
CEP	COMMUNICATIONS ELECTRONICS PACKAGE
CGC	USCG CUTTER
CGE	COLLEGE
CLN	CLINIC
CMD	COMMAND
CMN	COMMISSION
CMP	CAMP
CO	COMPANY

<u>Code</u>	<u>Data Item</u>
CPS	CORPS
CRW	CREW
CTP	PORT CAPTAIN
CTR	CENTER
DAY	DIVISION ARTY
DEP	DEPOT
DET	DETACHMENT
DIR	DIRECTOR/DIRECTORATE
DIV	DIVISION
DMF	DETACHMENT FOR MAF
DMB	DETACHMENT FOR MAB
DMM	MAB DETACHMENT RESIDUAL
DMP	II MAB + MAU DETACHMENT RESIDUAL
DMR	MAB + MAU DETACHMENT RESIDUAL
DMT	II MAB DETACHMENT RESIDUAL
DMU	DETACHMENT FOR MAU
DSP	DISPENSARY
DST	DISTRICT
DTL	DETAIL
ELE	ELEMENT
FAC	FACILITY
FAR	FIELD ARMY
FLO	FLOTILLA
FLT	NUMBERED FLEET
FMF	FLEET MARINE FORCE
FOR	FORCE
FT	FLIGHT
FTR	FORCE TROOPS
GAR	GARRISON
GRP	GROUP
HBD	HQ - HQ CO BAND
HHB	HQ - HQ BTR
HHC	HQ - HQ CO
HHD	HQ - HQ DET
HHS	HQ HQ - SVC CO
HHT	HQ - HQ TRP
HM	HOME

<u>Code</u>	<u>Data Item</u>
HMC	HQ MAINT CO
HQ	HEADQUARTERS
HQC	HQ COMPANY
HQD	HQ DET
HQS	HQ - SVC CO
HSB	HQ-HQ SVC BTY
HSC	HQ-HQ SPT CO
HSP	HOSPITAL
INS	INSTALLATION
ISP	INSPECTOR
ST	INSTITUTE
LAB	LABORATORY
LIB	LIBRARY
MAA	MIL ASST - ADV GP
MAB	MARINE AMPHIBIOUS BD
MAF	MARINE AMPHIBIOUS FOR
MAG	MARINE AIR GRP
MAU	MARINE AMPHIBIOUS UNIT
MAW	MARINE AIR WG
MER	MERCHANT SHIP
MGR	MANAGER
MGZ	MAGAZINE
MIS	MISSION
MSC	MSC SHIP
MSF	MSC ONE-TIME CHARTER
MTF	MAINTENANCE FLOAT
MUS	MUSEUM
NSC	NAVY SUPP CRAFT
NSL	NO SIGNIFICANT LEVEL
OBS	OBSERVATORY
OFC	OFFICE
OFF	OFFICER
OIC	OFF IN CHARGE
OL	OPERATING LOCATION
PKG	PACKAGE
PKT	PACKET
PLN	PLANT

<u>Code</u>	<u>Data Item</u>
PLT	PLATOON
PO	POST OFFICE
PRT	PORT
PTY	PARTY
PVG	PROVING GROUND
RCT	RGT COMBAT TEAM
REP	REPRESENTATIVE
RES	RESERVES
RGN	REGIONAL
RGT	REGIMENT
RLT	RGT LANDING TM
RNG	RANGE
SCH	SCHOOL
SCM	SUPPORT COMMAND
SCO	SERVICE COMPANY
SCT	SECTOR
SEC	SECTION
SHP	SHOP
SIP	SHIP, FOREIGN/MERCHANT
SQ	SQUADRON
SQD	SQUAD
SS	SHOP STORES
SST	SUBSTATION
STA	STATION
STF	STAFF
STP	SPECIAL TROOPS
STR	STORE
SU	SUBUNIT
SUP	SUPERVISOR
SVC	SERVICE
SYD	SHIPYARD
SYS	SYSTEM
TE	TASK ELE
TF	TASK FORCE
TG	TASK GROUP
TM	TEAM
TML	TERMINAL

<u>Code</u>	<u>Data Item</u>
TRN	TRAIN
TRP	TROOP
TU	TASK UNIT
U	UNIT
USS	USS SHIP
WG	WING
WKS	WORKS

Table 7.8. Force Indicator Codes.

<u>Code</u>	<u>Definition</u>
0	A standard independent, parent, or subordinate force entry. Force movement characteristics are obtained automatically from the TUCHA file.
1	A force entry in which the cargo characteristics are the same as TUCHA file data for a standard UTC, but the unit strength or personnel requiring non-organic transportation is different. Cargo characteristics are obtained automatically from the TUCHA file. Force movement characteristics data must be reported for <u>UNIT STRENGTH</u> and <u>PERSONNEL REQUIRING TOA TRANSPORT</u> . This code is applicable to independent or subordinate force requirements.
2	A force entry in which the number of personnel is the same as TUCHA file data for a standard UTC, but the cargo characteristics are different. Personnel data are obtained automatically from the TUCHA file. Force movement characteristics data must be reported for all cargo related TPFDD data elements. This code is applicable to independent or subordinate force requirements.
7	A nonstandard parent force requirement. No TUCHA data is retrieved.
8	A nonstandard independent or subordinate force requirement. The force entry deviates from the composition associated with its UTC, has no fixed composition, or uses a UTC ending in 99bb or other nonstandard UTC. No movement data will be retrieved from the TUCHA file. Force movements characteristics data must be reported for both cargo and personnel.
9	Actual movement requirements. These can only be updated using COMPES.

Table 7.9. Transportation Mode and Source Codes.

When Movement is to be accomplished by	The Mode Code Is:	The Source Code Is:
Air Via -		
Required units' organic aircraft	A	H
Airlift aircraft under operational control of support CINC	A	C
Airlift aircraft under operational control of supported CINC	A	D
Air Mobility Command	A	K
Airlift aircraft not assigned to CINC	A	M
Sea Via		
Required units' own sea transport(that is, those vessels identified by their own UIC capable of sea transit without assistance)	S	H
US Navy or US Coast Guard (USCG) commissioned ship, other than MSC, under operational control of supporting CINC	S	C
US Navy or USCG commissioned ship, other than MSC, under operational control of supported CINC	S	D
MSC Ship	S	E
Land Via		
Required units' organic land transport	L	H
Land transport under operational control of supporting CINC	L	C
Land transport under operational control of supported CINC	L	D
MTMC-arranged transport	L	G
Service-provided land transport which is neither under operational control of a CINC nor arranged by MTMC	L	M
Optional		
Source is supporting CINC	P	C
Source is supported CINC	P	D
Source is MTMC (CONUS use only) (includes all moves to CONUS sea POEs)	P	G
Movement not requested		
Origin and POE are same	X	X
Origin and POE (CONUS sea) are same	X	G

NOTE: Mode code Z is used if the unit is in place.

Table 7.10. Load Configuration Codes.

<u>Code</u>	<u>Meaning</u>
A	Administrative Loading. A loading system giving primary consideration to achieving maximum utilization of troop and cargo space without regard to tactical considerations. Equipment and supplies must be unloaded and sorted before they can be used.
F	Fleet Issue.
L	Loaded for Air-Landed Assault. Forces and aircraft configured to facilitate delivery of a force by unloading troops and material after landing in the objective area under combat conditions.
M	Loaded for Amphibious Assault. Forces and ships configured and loaded for delivery of a force by sea in an amphibious operation in an objective area under combat conditions.
N	Not applicable.
P	Loaded for Airdrop. Aircraft configured for delivery of force or materiel into an objective area under combat conditions by unloading troops and materiel while in flight.
T	Combat Loading. The arrangement of personnel and the storage of equipment and supplies in a manner designed to conform to the anticipated tactical operation of the organization embarked. Each individual item is stored so that it can be unloaded at the required time.

Table 7.11. Discharge Constraints Codes.

<u>Code</u>	<u>Meaning</u>
B	Over-the-beach discharge
C	Opposed landing
J	Containerized cargo (sea movement only)
H	Helo discharge
K	T-AKV fly-off
L	LST discharge
N	No special considerations
P	Self-sustaining vessel and in-the-stream discharge
R	Roll on/Roll off (Ro/Ro)
S	In-the-stream discharge
T	Seatrail/barge carrier
U	Undetermined
V	Self-sustaining vessel

Table 7.12. Geolocation Codes.

1. All codes for all locations (that is, origins, POEs, PODs, intermediate locations, or destination) should be selected from the geolocation file managed by the Reference Codes Management Office, Operations Directorate, OJCS.
2. The geolocation file is an automated table of worldwide geographic locations, including water areas. It contains these data: the four- character geolocation code, location name, installation type (such as, international airport), state or country code and abbreviation, and coordinates. The file may be used as an augment table, validity check, or extraction file for any file utilizing geographic locations. (See the geolocation file example below.)
3. There may be more than one geolocation code for the same location name if there are a number of installations at that location. Care must be taken to make sure the correct code is chosen and reported to specify both the desired location and installation. As shown in the geolocation file example below, TYFW might be used when Ramstein (POL Facility) is to be reported as an origin or destination; whereas TYFR might be used to indicate Ramstein (military airport) as a POE or POD.
4. If it is necessary to find the exact boundaries for a given ocean area geolocation, Joint Pub 1-03.19, Chapter 1, provides guidance.
5. The geolocation file lists a code for an unknown location in each country and a code (XPQF) for an unknown foreign location (to be used when the country is not known).

Geolocation				
<u>Code</u>	<u>Location Name</u>	<u>Inst</u>	<u>Code</u>	<u>Name</u>
ETFB	CP LEJEUNE	MGI	37	N CAR
HDQB	FT WM DAVIS	AIN	PM	PANMA
OOXT	WESTERN MED	SEA	8W	WMED
OOXY	N PACIFIC OCN	OCN	34	N PAC
TYFR	RAMSTEIN	MAP	GE	GERMY
TYFW	RAMSTEIN	POL	GE	GERMY
XPQF	UNKNOWN EXST	CON	UN	UNKWN
XPSA	UNKN EXST SAURB	CON	SA	SAUDI

Table 7.13. Location of Intermediate Stop.

<u>Code</u>	<u>Definition</u>
A	After POD
B	Between POE and POD
C	Before POE

Table 7.14. Date Format.

1. The various dates required by the reports described in this volume are reported with reference to the day deployment of the forces in the operation plan begins (C-day) or as a Julian date. Unless otherwise directed, the C-date is used with contingency plans or special studies and the Julian date is used for emergency deployments or other situations where actual dates must be reported.

2. Data are entered as four characters as follows:

a. C-Date. This is the unnamed date on which deployment is to commence. The supported commander defines the term more specifically as prescribed in CJCS Pub 1. In the leftmost position, a C is entered for C-day and all subsequent days, or an N is entered for any day prior to C-day. In the three remaining columns, the number of days prior to or after C- day is entered. Examples are:

<u>Day</u>	<u>Coded</u>
C-day	C000
C+10	C010
C-5	N005

b. Julian Date. The last digit of the calendar is entered in the leftmost position, and the Julian day of the year is entered in the remaining three positions. Examples are:

<u>Calendar Date</u>	<u>Coded</u>
9 Jan 1997	7009
19 Feb 1996	6050
26 May 1997	7146

Table 7.15. UIC First Character Codes.

<u>Code</u>	<u>Definition</u>
W	US Army
F	US Air Force
M	US Marine Corps
N	US Navy
P	US Coast Guard
D	Joint

Table 7.16. Providing or Using Organization for Non-unit-Related Cargo.

<u>Code</u>	<u>Meaning</u>
A	US Army
F	US Air Force
M	US Marine Corps
N	US Navy
L	Defense Fuel Supply Center
P	US Coast Guard
S	Defense Supply Agency
H	General Services Administration

Table 7.17. Non-unit-Related Type Movement Codes.

a. Cargo movement codes:

<u>Code</u>	<u>Type Movement</u>
A & B	per CJCSM 3150.16
C	Support for nonmilitary programs, for example, civil relief, agriculture, and economic development materials
H	Other Cargo
N	Military support for allies
R	Resupply
S	Supply Build Up
T	Retrograde cargo
A	Support for deploying forces required prior to establishment of normal resupply

b. Personnel movement codes:

E	NEO
F	Fillers
G	Retrograde personnel
P	Replacement
M	Medical evacuation
K	Other personnel (for example, casualties, TDY or temporary active duty, or civilians)

Table 7.18. Cargo Category Codes.

a. Cargo Category Code (First Position):

<u>Code</u>	<u>Meaning</u>
A*	Vehicles (all wheeled and tracked vehicles, whether self-propelled or towed, including amphibians) that are neither security nor hazardous cargo (see K and L below).
B*	Non-self-deployable aircraft which are uncrated.
C*	Floating craft.
D*	Hazardous non-vehicular cargo. (See code E below.)
E	Security non-vehicular cargo or non-vehicular cargo that is both security and hazardous.
F	Cargo requiring refrigeration by the mover.
G	Bulk POL (not packaged), including that carried in unit tankers.
H	Bulk granular cargo; e.g., crushed rock, sand, etc.
J	Other non-vehicular cargo; e.g., including packaged POL, crated aircraft, TAT yellow, etc.
K*	Vehicles designated as security cargo or both security and hazardous cargo.
L*	Vehicles designated as hazardous, but not security, cargo.
M	Ammunition.
N	Nuclear Weapons
P	Chemical Munitions
R	Wheeled Vehicles (Self-Propelled or Non-Self-Propelled), neither security or hazardous cargo, that are suitable for road march on overland deployment legs and capable of convoy speeds up to 40 mph.

* Type unit equipment detail data will be submitted for equipment with this first character of the cargo category code. Data for the other first characters will be submitted only if the item of equipment is greater than 35 feet in any dimension.

NOTE: As used here, "vehicles" refer to any non-palletized, wheeled and tracked.

b. Cargo Category Code (Second Position):

Unit Equip- ment	Accompanying Unit Supplies	Meaning
0	4	<u>Non-Air-Transportable Cargo:</u> that cargo which: (a) exceeds any of the following individual dimensions: 1,453 by 216 by 156 inches, or (b) when the height is between 114 and 156 inches and the width exceeds 144 inches.
1	5	<u>Outsized Cargo:</u> Cargo that exceeds 1090 by 117 by 105 inches and is qualified by MILSTAMP aircraft air dimension code (too large for C-130 or C-141).
2	6	<u>Oversized Cargo:</u> Cargo that exceeds the usable dimensions of a 463L pallet (104 by 84 by 96 inches) or a height established by the cargo envelope of the particular model aircraft.

3	7	<u>Bulk Cargo</u> : Cargo with dimensions no greater than 104 by 84 by 96 inches.
8	9	<u>Organic Cargo</u> : Cargo which is planned for organic lift.

NOTE: All dimensions expressed in length by width by height.

c. Cargo Category Code (Third Position):

Code	Meaning
A	Cargo that is normally carried on a vehicle that is organic to the unit.
B1	Cargo that can be containerized. (If unit related, the cargo need not accompany the unit.)
C1	Cargo that can be containerized but should accompany the unit.
D1	Cargo that cannot or will not be containerized.
E2	Vehicles larger than 420 by 96 by 162 inches (in at least one dimension) and over 50 tons.
F2	Vehicles larger than 420 by 96 by 162 inches (in at least one dimension) and 50 tons or less.
G2	Vehicles over 50 tons, but not qualifying for E above.
H2	Other vehicles.

NOTES:

1. Containers are used with container ships. Their largest dimensions are 40 by 8 by 8.5 feet.
2. Code E, F, G, and H will be used only when the first cargo category code is A, K, or L.

Table 7.19. Heavy Lift and Dimension Category Code.

This code is applicable to both force and non-unit-related cargo data for any given unit line number or cargo increment number. Weight and size are assessed as follows:

- a. The heaviest item among those being reported (excluding bulk POL and bulk granular).
- b. The greatest dimension of the largest item among those being reported (excluding POL and bulk granular). (Heaviest and largest may or may not refer to the same item.)
- c. A fraction of a ton is shown as a whole ton (for example, 10.3 tons is shown as 11 tons).

Example: The heaviest item (vehicles) reported is a 60-ton tank. The largest item (vehicles) reported is a truck which is 37 feet long. The correct code is M, which shows that the heaviest item is 51 to 60 tons and the largest item is over 35 feet in any dimension.

<u>Code</u>	<u>Dimension</u>
A	Under 5 tons and less than 35 feet in any dimension.
B	5 to 10 tons and less than 35 feet in any dimension.
C	11 to 30 tons and less than 35 feet in any dimension.
D	31 to 50 tons and less than 35 feet in any dimension.
E	51 to 60 tons and less than 35 feet in any dimension.
F	1 to 70 tons and less than 35 feet in any dimension.
G	Over 70 tons and less than 35 feet in any dimension.
H	Under 5 tons and 35 feet or over in any dimension.
J	5 to 10 tons and 35 feet or over in any dimension.
K	11 to 30 tons and 35 feet or over in any dimension.
L	31 to 50 tons and 35 feet or over in any dimension.
M	51 to 60 tons and 35 feet or over in any dimension.
N	61 to 70 tons and 35 feet or over in any dimension.
P	Over 70 tons and 35 feet or over in any dimension.

Table 7.20. Non-unit-Related Cargo Supply Class Codes.**Supply Class****Subclass**

1 - Subsistence (Food)

A - Nonperishable, dehydrated subsistence that requires organized dining facilities. C - Combat rations. Includes meals, ready to eat (MRE) that require no organized dining facility. Used in both combat and in-flight environments. Includes gratuitous health and welfare items. R - Refrigerated subsistence. S - Nonrefrigerated subsistence (less combat rations). W - Water.

2 - General Support Items (Clothing, individual equipment, tentage, organizational tool sets and tool kits, hand tools, administrative and house-keeping supplies).

A - Air.

B - Ground support materiel.

E - General supplies.

F - Clothing and textiles.

G - Electronics.

M - Weapons.

T - Industrial supplies (such as bearings, block and tackle, cable, chain, wire, rope, screws, bolts, studs, steel rods, plates, and bars).

3 - POL (Petroleum including packaged items) fuels, lubricants, hydraulic and insulating oils, preservatives, liquids and compressed gases, coolants, de-icing and anti-freeze compounds or the components and additives of such products, including coal).

A - Air.

W - Ground (surface).

P - Packaged POL.

4 - Construction (Construction materials and barrier materials)

A - Construction materials

B - Barrier materials

5 - Ammunition (Ammunition of all types (including chemical, radiological, and special weapons), bombs, explosives, mines, fuses, detonators, pyrotechnics, missiles, rockets, propellants, and other associated items.

A - Air

W - Ground

6 - Personal Demand Items (non-military sales items).

None.

Supply Class

7 - Major End Items.(A final combination of end products ready for its intended use; such as, launchers, tanks, racks, adapters, pylons, mobile machine shops, and administrative and tracked vehicles.)

8 -Medical (Medical materiel, medical repair parts, blood and fluids).

9 - Repair parts (Less Medical Peculiar Repair Parts) (All repair parts and components, kits, assemblies, and including subassemblies (repairable and nonrepairable) required for all equipment, and dry radio batteries).

(10) - Material to Support Military Programs (Includes agriculture and economic development materiel not included in classes 1 through 9).

Note: The Air Force does not subscribe to the following supply classes/subclasses: 1A, 2A, 4B, 7A, 7L, 7M, 7N, 9L, 9M, and 9N.

Subclass

A - Air.

B - Ground support materiel (includes power generators, fire-fighting, and mapping equipment).

D - Administrative or general purpose vehicles (commercial vehicles used in administrative motor pools).

G - Electronics.

J - Tanks, racks, adapters, and pylons (TRAP) (USAF only).

K - Tactical or special purpose vehicles (includes trucks, truck-tractors, trailers, semi-trailers, etc.).

L - Missiles.

M - Weapons.

N - Special weapons.

X - Aircraft engines (USAF only).

A - Medical materiel (including repair parts peculiar to medical items), and fluids.

B - Blood

A - Air.

B - Ground support materiel (power generators and bridging, fire-fighting, and mapping equipment).

D - Administrative vehicles (vehicles used in administrative motor pools).

G - Electronics.

K - Tactical vehicles (including trucks, truck-tractors, trailers, semi-trailers, etc.).

L - Missiles.

M - Weapons.

N - Special Weapons.

X - Aircraft engines (USAF only).

None.

Table 7.21. Non-unit-Related Personnel Providing Organization Codes.

<u>Code</u>	<u>Meaning</u>
1	USCINCCENT
2	CINCUSACOM
3	CINCNORAD
4	USCINCEUR
5	USCINCPAC
6	USCINCSO
7	CINCUSACOM ARMY COMPONENT
8	USCINCSTRAT
9	USCINCSOC
A	HQ US Army
B	Navy component of the unified command being supported
C	Air Force component of the unified command being supported
F	HQ US Air Force
G	USCINCTRANS
J	Joint
M	HQ US Marine Corps
N	HQ US Navy
P	HQ US Coast Guard
Q	Allied Air Force
R	Allied Marine Corps
S	USCINCSPACE
T	Allied Navy
U	Allied Organization
V	Allied Army
W	Army component of the unified command being supported
X	Shortfall
Y	Fleet Marine Force
Z	Dept of Health & Human Services

Table 7.22. Movement Table Departure Location Codes.

<u>Code</u>	<u>Location</u>
A	Origin
B	POE
C	Intermediate Location
D	POD

Table 7.23. Movement Table Flag Day Constraint Codes.

a. Constraints at Departure Location:

<u>Code</u>	<u>Constraint</u>
1	Onloading
2	Parking or docking
3	Port or airfield reception and turnaround capability
4	Throughput
U	Transportation vehicles
V	Less-than-minimum acceptable load

b. Constraints at Arrival Location:

<u>Code</u>	<u>Constraint</u>
5	Offloading
6	Parking or docking
7	Port or airfield reception and turnaround capability
8	Throughput
9	Storage
Y	Impossible closure time (see note)

c. Transportation Channel Constraint:

<u>Code</u>	<u>Constraint</u>
0	Vehicles

NOTE: Code Y is used if the ready-to-load date is the same as or later than the required delivery date, or an on-call unit is specified for the POD latest arrival date or destination required delivery date.

Table 7.24. Movement Table Transportation Means Codes.

<u>Code</u>	<u>Transportation Means</u>
B	Bus (motor vehicle, passenger)
R	Rail
S	Military Sea
T	Truck (motor vehicle, cargo)
V	Commercial Air
W	Inland Waterways
Y	Military Air

Table 7.25. Data Requirements for Entering Dates in Formatted Remarks.

Remarks are to be related to the first FRN of a TPFDL in terms of earliest RDD and lowest numerical priority (for example, RDD COOO: Priority 001). The data must include the date or dates for the appropriate time period and data field used (as shown in these examples):

- a. TPFDL Force Basis: JSCP, FY 96 Forces
- b. Data Base Basis: TUCHA File (date)
MANFOR File (date)
LOGFOR File (date)

Table 7.26. Aviation Type Units.

Short Title	Unit
ACC	Airborne Command and Control
ADI	Air Defense Interceptor
AES	Aeromed Evac Squadron
AEW	Airborne Early Warning
ARS	Air Refueling Squadron
AS	Airlift Squadron
CSR	Combat Search and Rescue
FAC	Forward Air Controller
FFC	Facility Flight Check
OSA	Operational Support Airlift
RSS	Recon Sampling Squadron
SAM	Special Air Mission
SBS	Strategic Bomb Squadron
SOF	Special Ops Force
SOS	Special Ops Squadron
SRS	Strategic Recon Squadron
TBS	Tactical Bomb Squadron
TDS	Tactical Drone Squadron
TEW	Tactical Electronic Warfare
FS	Fighter Squadron
TSS	Tac Air Support Squadron
WRS	Weather Recon Squadron

Table 7.27. Major Command and Component Codes (extracted from AFM 700-20 except for Host Nation Support).

<u>MAJCOM or Agency</u>	<u>Abrv</u>	<u>Codes</u>
US Air Force Academy	ACD	0B
US Air Forces in Europe	AFE	0D
Air Reserve Personnel Center	RPC	0I
Air Education and Training Command	AET	0J
Air Force Reserve Command	AFR	0M
Headquarters USAF	HAF	0N
Pacific Air Forces	PAF	0R
Air Intelligence Agency	ITC	0U
Air Force Special Operations Command	SOC	0V
Air Force Communications Agency	CMZ	04
Air Force Center for Quality and Management Innovation	MEA	01
Air Force Inspection Agency	ISC	02
Air Force Operational Test and Evaluation Center	TEC	03
497 Intelligence Group	INT	05
Air Force Audit Agency	AAG	06
Air Force Office of Special Investigations	OSI	07
Air Force Security Forces	OSP	08
Air Force Personnel Center	APC	09
Air Combat Command	CMB	1C
Air Force Logistics Management Agency	LMA	1G
Air Mobility Command	AMC	1L
Air Force Materiel Command	MTC	1M
HQ Air Force Flight Standards Agency	FSA	1Q
HQ Air Force Space Command	SPC	1S
Air Force Civil Engineering Support Agency	ESC	1W
Air Force Cost Analysis Agency	CCE	2A
Air Force Doctrine Center	DOC	2B
Air Force Civilian Personnel Management Center	CPC	2C
Air Force Legal Services Agency	LCT	2E
Air Force Medical Support Agency	MSA	2F
Air Force News Agency	ICT	2G
Air Force Combat Operations Staff	CBT	2H
Air National Guard Readiness Center	NGS	2I
Air Force Historical Research Agency	HRC	2K
Air Force Technical Application Center	TAP	2L

<u>MAJCOM or Agency</u>	<u>Abrv</u>	<u>Codes</u>
Air Force Weather Agency	AWS	2Q
Air Force MWR and Services Agency	MWR	2U
Air Force District of Washington	ESW	2W
Unknown (FORSIZE Only)	UNK	2Z
HQ History Support Office	CFH	3L
US Air Force Central Command (USCENTAF)	RDF	3X
US Air Force Southern Command (USSOUTHAF)	SOU	0L
Air National Guard	ANG	4Z
Host Nation Support	HNS	HN

Table 7.28. Force Designator Group Mission.

<u>Code</u>	<u>Meaning</u>
A	Augmentation (flying)
B	AMC mission support
C	Control center
D	Dual-based (DB)
E	Augmentation (non-flying)
F	Filler or attrition replacement
G	Coronet Reactor
O	Possessed force-operates in place
P	Possessed force-moves in-theater
Q	Strategic projection forces
R	Rapid Reaction (RR)
S	SACEUR Strategic Reserve (SSR)
T	Rotation
U	Ear Marked
V	Follow On
W	Ready Reinforcement
X	Initial support for DB, RR, or SSR
Z	Other

Table 7.29. Armanent Designator (Aircraft Special Capability) Code.

<u>Code</u>	<u>Special Capability</u>
A	LOROP
B	TEREC (RF-4C)
C	Pave Tack/ARN 101/SLAR
E	SLAR
F	Pave Tack/ARN 101/SLR/TEREC (RF-4C)
G	Pave Tack/ARN 101/LOROP/SLAR/TEREC
H	Pave Tack/ARN 101/SLAR/TEREC
I	RECON ARN 101/Pave Tack
J	Pave Tack/ARN 101/LOROP
K	ARN 101/SLAR/TEREC
L	Pave Spike/LORAN (RF-4C)/Maverick
M	Maverick
N	ARN 101 (Delivery)
P	Pave Spike
Q	GBU-15
R	Pave Tack
S	Pave Spike/Maverick
T	Pave Tack/TISEO/Maverick
U	Pave Tack/TISEO/Nuclear Walleye
V	Pave Tack/GBU-15
W	Nuc/Walleye/Maverick
X	AWADS
Z	FLIR Pod

Chapter 8

ADMINISTRATIVE GUIDANCE AND DISTRIBUTION REQUIREMENTS

8.1. Identifying OPLANs and OPORDs. The short title of each OPLAN is unclassified and denotes the supported commander, type of plan, and plan identification number (PID). The PID is expressed as a command-unique, four-digit number and a two-digit suffix of the fiscal year of the JSCP period for which the plan is written or reprinted. (In case of multi-year JSCP, the PID reflects the latest year covered by the JSCP.) Supporting OPLANs prepared by the Air Force component commander are assigned a PID identical to the one on the supported plan. For example, COMPACAF OPLAN 5027-96 supports USCINCPAC OPLAN 5027-96. However, when a component command prepares a single OPLAN (an "Omnibus" plan) to support a plan from two or more commanders, the plan is assigned a PID without regard to the PIDs of the supported plans.

8.1.1. The Joint Staff allocates blocks of PIDs to all unified and specified commanders. For example, USCINCEUR is assigned PIDs from 4000 through 4999. PID blocks for major commands are listed in Chapter 7, **Table 7.1**.

8.1.2. OPORDs prepared by CINCs to fulfill CJCS requirements are also assigned PIDs selected from the block of numbers allocated when the OPORD is not a conversion of an existing OPLAN. The unclassified short title is derived in the same manner as the number for an operation plan. For example, an OPORD prepared by COMPACAF might be designated COMPACAF OPORD 5000-93. The two-digit suffix represents the fiscal year in which the order is promulgated.

8.1.3. Supporting plans are assigned a PID identical to the PID of the supported plan. However, when a supporting command or agency prepares a single operation plan to support two or more plans of other commanders, the plan is assigned a PID without regard to the PIDs of the supported plans. When a single plan is prepared by the services or supporting DOD agencies to support two or more plans of other commanders, PIDs are established by using the component code prescribed in **Table 7.27**, as the first two characters followed by two numeric characters and the two-digit fiscal year (FY) designation. Since AMC has been assigned a range of PIDs (see **Table 7.1**), AMC can use a PID from this range instead of the procedures mentioned in this paragraph.

8.1.4. When the supported plan provides for alternative courses of action that require separate identification, the alternatives are identified by adding an alpha character to the PID. Any letter except "I" or "O" may be used, and the alternative so designated must be clearly labeled in the plan.

8.2. Plan Formats:

8.2.1. Plans written by MAJCOMs to support unified command OPLANs or CONPLANs will be prepared according to the plan and annex formats contained in JOPES, Volume II, and as amplified in this manual. Deviations should be kept to a minimum to maintain standardization between plans of different MAJCOMs. However, the MAJCOMs should not allow the rigidity of the formats to interfere with the transfer of planning information to supporting agencies. The PID and effective date must be reflected on the first page of the basic plan and on all related annexes, appendices, tabs, exhibits, and maps.

8.2.2. This manual will be used as the guide for the development and formatting of all USAF OPLANs.

8.2.3. Plans not referenced in 8.2.1 and 8.2.2 and written to support USAF directives are developed in the format described in the requiring directive. If no format is prescribed, this manual may be used as a guide.

8.2.3.1. The arrangement of information in OPLANs and CONPLANs will conform to the formats shown in this manual. The paragraph and subparagraph headings indicated in the model format always appear in each plan of that type. When information or instructions on the subject indicated are not required in the plan, the paragraph or subparagraph must be annotated "not applicable." Further subdivisions, which may be required, must conform to the basic system of paragraphing illustrated in the model formats. Where deviations from these formats are required for clarity, the index should cross reference to where the information is relocated. Annotate the paragraphs and subparagraphs with "see Annex __, Appendix __."

8.2.3.2. Attachments to the basic plan listed in order of increasing detail are annexes, appendices, tabs, and exhibits. The annex describes the concept of support for the command mission by the function producing the annex (Intelligence, Operations, Logistics, etc.). The appendix is a subordinate addition to the annex used to include information too lengthy or detailed for the basic annex. Normally each appendix to an annex is devoted to a major category of information. For example, if a plan requires more than one force option, a separate appendix could be used to address each option. A tab is a further subdivision of an appendix used to organize and clarify the presentation of detailed data. For example, a command with multiple employment locations may require a tab for each location under each force option appendix. An exhibit is a further subdivision of a tab to enable the planner to organize the portrayal of greater levels of detail. In our example, exhibits could be used to specify the manpower requirements and personnel sourcing for each of the force options and employment locations described earlier. If attachments are used, the planner should refer to any appendices in the text of the annex and to any tabs in the text of the appendix. The table of contents should contain a listing of all annexes, appendices, tabs, exhibits, and maps.

8.2.3.3. The model format for annexes is mandatory unless otherwise indicated. The model format for other attachments (such as, appendices and tabs) is preferred but may be altered when information or instructions must be included for which no provision is made in the standard format. If necessary, additional annexes may be incorporated to permit distribution separate from the basic plan or when information must be included for which no provision is made in standard annexes. The letters "I" or "O" must not be used as an annex designator.

8.2.3.4. Annexes, appendices, tabs, and exhibits specified in the model format must be assigned designations as listed in the model table of contents. When any of these elements are not required, the element must be annotated "not applicable" in the plan table of contents. The remaining elements must retain the prescribed designators. When an annex is omitted, all attachments to that annex must also be omitted. The listings of annexes, appendices, tabs, and exhibits must indicate only those attachments actually used.

8.2.3.5. Formats shown in the models for tabular presentation of data may be modified to facilitate the automated preparation of such data. Time-phased force and deployment data (TPFDD) submissions, when required, must be covered by a separate message as a formal record of transmittal according to JRS instructions. To support Joint and Air Staff review, the medical working file, as well as the Joint Flow and Analysis System for Transportation and Movement Requirement Generator/Logistics Sustainment Analysis and Feasibility Estimator control files described

in **Chapter 2** must be submitted with the TPFDD. When Joint Staff or Air Staff comments necessitate the revision of the TPFDD, the necessary changes must be incorporated into the operation plan deployment data base within 30 days after receipt of the comments.

8.2.3.6. Annexes, TPFDD printouts, or other attachments are not normally required for CONPLANS. If prepared, they must conform to the content and format prescribed for those elements in an OPLAN and must accompany the CONPLAN when it is forwarded to higher headquarters for review. The CONPLAN table of contents should list only those annexes or attachments actually included in the CONPLAN.

8.2.3.7. Subordinate units may develop additions to higher headquarters plans which satisfy their operation planning requirements. These documents may be in the form of supplements, annexes, attachments, or combinations of these, and need cover only those items of specific interest to that unit. Formats are determined by the major command and based on command unique mission requirements.

8.2.3.8. Using standard references as a substitute for reproducing information and instructions in operation plans is permitted. However, references used must be documents that are readily available to users of the plan and must be referred to by publication number, title, and publication date.

8.3. Organization of Plans. All plans submitted by MAJCOMs and MAJCOMs/Numbered Air Forces acting as Air Force components must include these elements in the order listed below except as otherwise specified (use examples in this manual as models).

8.3.1. Plan Cover. The cover must show the date of the basic plan; the overall classification of the plan; the issuing headquarters; short title and PID of an OPLAN or CONPLAN, or name of supported plan if HQ USAF originated; restricted data or formerly restricted data when required; downgrading declassification instructions; and copy number if the plan is classified TOP SECRET. Covers must not contain classified information. Soft covers must be used on all plans.

8.3.2. Letter of Transmittal. The letter of transmittal of supporting OPLANs and CONPLANs must identify the reason for preparing the plan and indicate the service headquarters, agencies, or commands with whom the plan was coordinated during preparation. The need for preparing further supporting plans by MAJCOMs or subordinate commanders must be specified. The OPR for the plan must be identified when the plan being transmitted supersedes the existing plan. The letter of transmittal must provide disposition instructions for the superseded plans.

8.3.3. Security Instructions and Record of Changes. The security instructions must include the long and short titles of the plan and must be the first page (i) following the letter of transmittal. The record of changes for the plan may be included on the same page. The instructions must contain:

8.3.3.1. Classification guidance for supporting plan development or plan execution, which:

8.3.3.1.1. Precisely identifies informational elements to be protected, using categorization to the extent necessary.

8.3.3.1.2. States which classification designation applies (Top Secret, Secret, or Confidential) to each element or category of information.

8.3.3.1.3. States declassification instructions, for each element or category of information.

8.3.3.2. Any special access program requirements, such as:

8.3.3.2.1. Briefing and debriefing requirements.

8.3.3.2.2. Dissemination instructions.

8.3.3.3. Reproduction limitations.

8.3.3.4. Use of "Nicknames, Code Words, and Exercise Terms."

8.3.4. Plan and Planning Information Releasability. Each plan will delineate the limits to which the information contained in the plan may be released to personnel and agencies not responsible to the CJCS. CJCSI 5714.01; JSCP; and supported CINC guidance will dictate the limits of releasability.

8.3.5. Plan Summary. The plan summary is used for OPLANs and CONPLANs. It provides a brief recapitulation of the mission, general situation, concept of operations, major force requirements, command arrangements, and commander's appraisal of the logistics and transportation feasibility of the plan.

8.3.6. Table of Contents. A table of contents will include the first and last pages of each division. It will list the elements shown in AFMAN 10-401, Volume II that are applicable or published separately. A table of contents for CONPLANs may be included in the security instructions.

8.3.7. Basic Plan. The basic plan consists of five main paragraphs as shown in the OPLAN model in AFMAN 10-401, Volume II.

8.3.8. Attachments. Annexes used for the plan must be listed on the final page of the basic plan. Other attachments (appendices, tabs, exhibits, or maps) are listed on the final page of any attachment which has further attachments. The basic plan should refer to each annex that has been prepared; however, information provided in the basic plan is not normally repeated in the attachments. All attachments must be prepared according to OPSEC guidance located in Annex L of the plan. Attachments are not required in CONPLANs.

8.3.9. Execution Checklist. The execution checklist summarizes the action required by the commander preparing the OPLAN, the supporting commander, and other headquarters and agencies, external to the command, to ensure coordinated initiation of the operations.

8.3.10. Distribution List. The distribution list accounts for all copies of the plan and informs users which agencies and headquarters maintain copies of the plan. Since OPLANs are normally highly sensitive documents, distribution should be held to the minimum essential for planning. Operation plans must not be distributed or circulated outside the Services and agencies responsive to the CJCS or Service Chiefs, without the specific approval as outlined in CJCSI 5714.01. However, care should be taken to ensure that the plan, or appropriate extracts thereof, is provided to all US military command agencies expected to support the planned operation. For Air Force addressees, the functional address symbol must be included (see AFMAN 37-127, *Air Force Standard Functional Address Systems*). Addressees must advise plan OPRs of necessary changes to the distribution list. Distribution lists for classified OPLANs will be "For Official Use Only" unless classified.

8.4. Administrative Instructions. The planning and administrative policy and procedures affecting the content and organization of annexes to plans is contained in the functional **Chapter 9** through **Chapter 33** corresponding to each functional annex or appendix. Planning guidance for the Commander's Estimate, OPLAN, and CONPLAN formats; as well as planning checklists can be found in attachments to this manual.

8.4.1. The five major paragraphs of each plan must be listed in each plan developed, even if they are not applicable to the plan being written. If they do not apply, "Not Applicable" should be inserted after the paragraph title (for example, "4. ADMINISTRATION AND LOGISTICS. Not Applicable."). This method permits standardization and enables the staff officer to refer immediately to a standard paragraph when seeking specific information. When a paragraph is subdivided, it must have at least two subdivisions.

8.4.1.1. Designations for subdividing, numbering, and lettering paragraphs are: 1., a., (1), (a), 1., a., (1), and (a), respectively.

8.4.1.2. Each progressive subdivision of a paragraph is initially indented an additional five spaces.

8.4.2. Operation plan pages are numbered at the bottom center to indicate the page order within each element of the plan. Thus, page C-1-A-3 denotes page 3 of Tab A to Appendix 1 to Annex C. The text is single-spaced.

8.4.3. Each separate element of a plan must bear the date of issue or revision. Until a plan is revised, all elements should bear the same date of issue.

8.4.4. The basic plan and each annex are signed or authenticated by an officer in a position of authority within the organization issuing the plan or annex. Full signature blocks are used. Appendices, tabs, exhibits, and maps do not require signature or authentication except when distributed separately from the basic plan. "For" signatures are acceptable.

8.4.5. Rules for Capitalizing and Underlining:

8.4.5.1. References to specific annexes and other attachments are in this sample format: Initial Capitals.

8.4.5.2. Paragraph titles are capitalized and underlined as in this sample format: SOLID CAPITALS.

8.4.5.3. Subparagraph titles are expressed and underlined as in this sample: Initial Capitals.

8.4.5.4. Sub-subparagraphs and all subtitles are not underlined and are expressed as in this sample format: Initial Capitals. An exception to this rule applies where forces, commands, or agencies are identified or tasked; these will be capitalized and underlined as in this sample format: SOLID CAPITALS.

8.4.5.5. In the text of operation plans, location names are capitalized as in this sample format: SOLID CAPITALS and, where necessary for clarity, are followed by the position reference according to CJCS MOP 45, Position Reference Procedures.

8.4.5.6. The first time a title or designation is used in an element of a plan that is not contained in the GLOSSARY, the title or designation must be spelled out and immediately followed by the approved abbreviation, for example, Joint Chiefs of Staff (JCS). Within that element of the plan, the abbreviation alone may be used thereafter.

8.4.6. Procedures for Changes to OPLANs:

8.4.6.1. When to Issue a Change. A plan should be changed, rather than revised if the total adjustments (any new or previously changed material) affect less than 40 percent of the basic plan, attachments included.

8.4.6.2. Identifying Changes.

8.4.6.2.1. All changes must include the date and classification of the basic plan. This information must be included in paragraph 1 of the letter of transmittal.

8.4.6.2.2. A copy of the distribution list must be attached to the letter of transmittal. The "To" element should read, "See Attached Distribution List." If a new Annex Z is accomplished, a distribution list is not required.

8.4.6.2.3. When page changes are made, the change number and date of the change must be placed in parenthesis below the page number.

8.4.6.3. Change Methods:

8.4.6.3.1. Page Changes. This is the preferred change method. This method reaccomplishes all pages containing changes. If the change contains Secret or Top Secret material, an AF Form 1565, *Entry, Receipt and Destruction Certificate*, is prepared according to guidelines in AFI 31-401. To indicate new or changed material, a vertical line is added in the left margin.

8.4.6.3.2. Pen and Ink Changes. Pen and ink changes are permissible but should not be used to make lengthy changes. This procedure may be used only for minor corrections, such as changes to numbers, dates, single words, short phrases, etc. If page changes are also being made, the pen and ink changes are either included on the AF Form 1565 or listed on the change letter of transmittal.

8.4.6.4. Change Transmittal. Changes to a plan must be transmitted by letter to all recipients of the original plan. Wire transmission of changes is authorized only under critical circumstances and only to those addressees who must take immediate action or who have a need-to-know. MINIMIZE procedures do not apply in this situation. Message changes must be published as a formal change within 30 days. **NOTE:** These instructions are not intended to limit the use of machine printouts for preparing operation plans. If automated techniques do not permit compliance with underlining, capitalizing, or formatting as shown in the samples, commands may still employ machine printouts as long as the products are clear and consistent. Planners must adhere to sample formats as closely as their equipment permits.

8.5. Classification and Security Markings:

8.5.1. General. Information security markings in operation plans must conform to the requirements of Executive Order 12958, *Classified National Security Information*, DOD 5200.1PH, *DOD Guide to Marking Classified Documents*, and AFI 31-401, *Managing the Information Security Program*, as amplified below:

8.5.1.1. Each plan must be assigned an overall security classification that is determined by its content and in accordance with the security classification guidance contained in any plan it supports.

8.5.1.2. The long title of a classified operation plan is classified when it associates the PID with a planned operation, country, or other geographical area. The long title of a plan is not used in the attachments to the basic plan.

8.5.2. Classification Markings on Plan Elements:

8.5.2.1. Front and rear covers and the letter of transmittal must be marked with the overall classification of the plan. If applicable, the final paragraph of the letter of transmittal must state the classification of the letter of transmittal standing alone (or that it is Unclassified).

8.5.2.2. The first page of plan elements, including the security instructions, plan summary, table of contents, and each annex, appendix, tab, and exhibit is classified separately according to the highest classification of any portion of its contents. Each element must also bear any special markings required because of the nature of information included therein; for example, "Restricted Data". Unclassified plan elements also must be marked accordingly.

8.5.2.3. Each interior page of the classified plan element must be marked according to its content, including "Unclassified", or marked with the overall classification of document with paragraph classification markings..

8.5.2.4. Classification markings are centered at the top and bottom of each page.

8.5.3. Warning Notices:

8.5.3.1. Warning notices, when applicable, are placed on the front and back covers, on the letter of transmittal, on first pages of plan elements containing information that is subject to the warning notice, and on the interior pages actually containing the information. In the case of "Restricted Data" and "Formerly Restricted Data," only the primary classification marking without the usual caveats is to be placed on the interior pages containing the information.

8.5.3.2. In addition to the "WARNING NOTICE--Intelligence Sources and Methods Involved" marking to be used on documents containing certain foreign intelligence information, one or more of the additional markings shown in 8.5.3.2.1 through 8.5.3.2.5 below may be required to further restrict access to the information. AFI 14-302, Control, Protection, and Dissemination of Sensitive Compartmented Information, contains additional information on using these markings:

8.5.3.2.1. DISSEMINATION AND EXTRACTION OF INFORMATION CONTROLLED BY ORIGINATOR.

8.5.3.2.2. NFIB DEPARTMENTS ONLY.

8.5.3.2.3. NOT RELEASABLE TO CONTRACTORS OR CONTRACTOR/ CONSULTANTS.

8.5.3.2.4. CAUTION--PROPRIETARY INFORMATION INVOLVED.

8.5.3.2.5. US ONLY.

8.5.4. Paragraph and Subparagraph Markings. In addition to the parenthetical symbols "(TS)," (S)," (C)," and "(U)" used in classified plan elements to indicate the classification level of paragraphs and subparagraphs, the following symbols are used to indicate that the paragraph or subparagraph contains information subject to the Warning Notices listed in C above:

8.5.4.1. "RD" for "Restricted Data," for example, "(S/RD)."

8.5.4.2. "FRD" for "Formerly Restricted Data."

8.5.4.3. "WNINTEL" for "WARNING NOTICE--Intelligence Sources and Methods Involved."

8.5.4.4. "ORCON" for "Dissemination and Extraction of Information Controlled by Originator," for example, "(S-WNINTEL) (ORCON)."

8.5.4.5. "NFIBONLY" for "NFIB Departments Only."

8.5.4.6. "NOCONTRACT" for "Not Releasable to Contractors or Contractor/Consultants."

8.5.4.7. "PROPIN" for "Caution--Proprietary Information Involved."

8.5.4.8. "US ONLY."

8.5.5. TPFDD Classification. The classification authority for the operation plan TPFDD is the supported commander. During deliberate planning the supported commander should disseminate TPFDD classification instructions within his planning Letter of Instruction (LOI) which is issued before initiation of TPFDD planning. During crisis action planning, classification authority may reside with the CJCS until planning responsibility has been turned over to the supported commander. Until classification guidance is issued, TPFDD data will be maintained within the GCCS system for up to secret and the TS3 (GCCS-T) for Top Secret data in the system high (Top Secret) mode. Because base-level planning systems are generally unclassified, classified information will not be passed to the base-level through COMPES. Base-level COMPES users will use a five digit pseudo plan id which will be obtained from the appropriate MAJCOM

8.5.5.1. The supported commander may identify subsets of the TPFDD that can be classified lower than the overall data base and may specify them in the letter of transmittal of the OPLAN, or within his planning LOI for each OPLAN TPFDD.

8.5.5.2. For operational security purposes, when extracted from an OPLAN TPFDD, the association of the plan identification number (PID) with tasked unit identification data (UIC, PAS Code, unit name or nomenclature) will be treated as Secret unless directed otherwise by the original classification authority. This guidance is effective starting with OPLAN TPFDDs developed in support of the CY 93-95 JSCP. For all previous TPFDDs, that same information will be handled as Unclassified. Additional guidance concerning classification of TPFDD elements can be found in JOPES, Volume II.

8.5.5.3. Most OPLANs vary the classification of the TPFDD information depending on which phase the OPLAN is in, such as the planning phase, warning phase, execution phase, and post execution phase. Since operational requirements could also vary, TPFDD classification will be downgraded only when classification guidance has specifically been issued for that phase by the original classification authority.

8.5.6. Classification Authority and Duration Markings. The first page of a classified plan element must contain markings for identifying an original classification as defined in DOD 5200.1-R/AFI 31-401, Chapter IV. Identification of the classification authority must be shown on the "Classified By" line. The date for declassification must be shown on the "Declassify On" line.

8.5.7. Marking Foreign Government Information. Except where these markings would reveal intelligence information, foreign government information, when practicable, must be marked to ensure the information is not declassified prematurely or made accessible to nationals of a third country without consent of the originator. This requirement may be satisfied by including the applicable identification in the portion or paragraph classification markings, for example: "(NATO-S)," "(UK-C)," or "(FRG-Restricted)."

8.5.8. Transmitting Classified Page Changes. When classified page changes are transmitted, the originator must provide sufficient copies of AF Form 1565 for the addressee to retain at least two copies of AF Form 1565 to maintain control of the new and superseded pages as required by DOD 5200.1-R/AFI 31-401.

8.6. Plan Distribution Requirements:

8.6.1. General. Except as otherwise provided in 8.6.3 below, the commander who prepares an operation plan determines its distribution. The supported commander determines the requirement for copies of supporting plans. Plans prepared by major commands must be distributed to applicable support activities, task organizations, and higher headquarters. AFCCs must ensure that all MAJCOMs which are tasked, or might be tasked, receive sufficient copies of the plan to be supported.

8.6.2. Separate Distribution of Annexes. OPLANs are normally distributed complete with all necessary annexes and other attachments, except that separate distribution of annexes for security reasons is authorized. When wider distribution than that accorded the OPLAN is required, additional distribution of individual annexes is authorized. The provisions of this subparagraph also apply to CONPLANs when annexes or other attachments are prepared.

8.6.3. Plans Required by the CJCS. Operation plans and supporting plans required by the CJCS, including changes, must be submitted by supported and subordinate commanders to the Secretary, Joint Staff, in the quantities specified in **Figure 8.1**.

8.6.4. Combined Plans:

8.6.4.1. The United States Central Registry distributes North Atlantic Treaty Organization (NATO) plans to the services and the CJCS Subregistry. United States liaison officers assigned to the military headquarters of international treaty organizations must request that military plans forwarded for United States review be provided in the quantity needed.

8.6.4.2. Plans of the Inter-American Defense Board and CINC United Nations Command/CINC Combined Forces Command must be submitted for distribution as indicated in subparagraph (1) for combined plans.

8.6.5. Limitations on Distribution:

8.6.5.1. Operation plans and their associated TPFDD data prepared by the CINCs and supporting plans must not be distributed or circulated outside the military services, Joint Staff, unified and specified commands, Defense Communications Agency (DCA), Defense Intelligence Agency (DIA), Defense Logistics Agency (DLA), National Imagery and Mapping Agency (NIMA), Defense Nuclear Agency (DNA), other organizations responsible to the Joint Chiefs of Staff, National Security Agency/Central Security Service, Central Intelligence Agency (CIA), and transportation component commands (TCCs), without the specific approval of the Joint Chiefs of Staff. CJCSI 5714.01 specifies the authority and procedures for determining releasability of OPLAN data.

8.6.5.2. OPLAN information is not routinely releasable to the *DOD* and Air Force Audit Agency. Requests for release of OPLAN information must be processed through HQ USAF for coordination with the Joint Staff.

8.6.5.3. The Air Force Inspector General (IG) is directly responsible to the CSAF. Release of OPLAN information to AF/IG in support of authorized inspections does not require prior approval.

8.6.5.4. Current and superseded operation plans and related documents prepared by supported, supporting, and subordinate commanders must not be distributed to joint and service colleges or service schools.

8.6.5.5. CINCs may distribute pertinent operation plans to the United States elements of international military headquarters when these elements have a need for the information and possess facilities to protect the plans from disclosure to foreign nationals.

8.7. Releasing Operation Plan Information:

8.7.1. While the distribution of operation plans is normally restricted to the joint planning and execution community (JPEC) according to paragraph 8.6.3., other agencies of the government still might need information from operation plans, TPFDDs, and related documents to execute specific missions and functions. Once an agency has been approved to receive the OPLAN information, only the minimum information that will satisfy the requirement will be released on a strict need-to-know basis. The need-to-know normally extends to only specific portions of the documents or information. Such documents and automated data bases should contain guidance on further distribution which will allow both the originator and designated holders to release appropriate information.

8.7.2. The preferential limits of release:

8.7.2.1. Access only to a specific portion or portions (extract, summary, or aggregation) of an entire document, annex, data base (or subset), or other compressed media in an area within the facilities of the originator or authorized holder of the document (controlled environment).

8.7.2.2. Access only to an entire document, annex data base (or subset), or other compressed storage media in a controlled environment.

8.7.3. If access will not satisfy the requirement, then originators or designated holders may release appropriate information within the following preferential limits:

8.7.3.1. Provision of a specific portion or portions (extract, summary or aggregation) of an entire document, annex data base (or subset), or other compressed storage media.

8.7.3.2. Provision of the entire document, annex, data base (or subset), or other compressed storage media.

8.7.4. The Secretary of Defense and the Deputy Secretary of Defense are authorized access to any operation plan information. Detailed plan briefings to additional key civilian officials within the Department of Defense may be required. These briefings, and the extent to which sensitive data are included, must be determined by the Joint Chiefs of Staff on a case-by-case basis. Briefings to other officials must comply with the limitations in Paragraphs 8.7.2. and 8.7.3.

8.7.5. CINCs may brief or provide written or oral summaries from noncombatant evacuation order (NEO) plans to the senior State Department representative as required to properly coordinate and conduct these operations. The CINCs may also brief the senior State Department representative on associated operation plans when these briefings are essential for developing associated evacuations plans. The briefings are subject to the following conditions:

8.7.5.1. The briefings, given on a strict need-to-know basis, must contain military information carefully selected as essential for developing associated plans (for example, evacuation plans for US nationals and designated foreign nationals from overseas areas). The commander of the unified or specified command providing the briefing may include a general description of the guidance on such subjects from the JSCP without identifying the source or the capabilities and limitations of the forces available for particular operations. Assumptions that certain measures (for example, landing rights and use of facilities) have been or will be accomplished by other departments of government may also be divulged.

8.7.5.2. In no case should operation plans be made available to the person to be briefed.

8.7.5.3. Paragraphs 8.7.1., 8.7.2, and 8.7.3 above contain additional guidance on selecting the content for these briefings.

8.7.6. Requests for operation plan information that cannot be satisfied except by departure from the provisions of the foregoing paragraphs should be referred to HQ USAF/XO.

8.8. Plans Prepared for Major Commands. Plans prepared by a subordinate command in lieu of a like MAJCOM's plan must be distributed as though prepared by the major command concerned. Other war plans prepared by subordinate commands are not forwarded to HQ USAF.

8.9. Changes and Amendments to Plans. Changes and amendments will be afforded the same distribution as the plan except for message changes. They must conform to instructions in paragraph 8.4.6.

8.10. Distribution to Air Staff Offices. Copies of plans prepared by major commands are forwarded to Air Staff agencies as shown in the distribution tables (see **Figure 8.2.** through 8.4). Copies must be addressed direct to the agency using the office symbols listed. The number shown in each column specifies the quantity the command identified at the top of each column sends to each addressee.

8.11. Planning Guidance Currency. Organizations at all levels of command must use current guidance in all phases of operational planning and execution, to include publications in contingency kits. Determine the currency of Air Force, MAJCOM, and other applicable publications using world wide web (WWW), CD-ROM, or bulletin board system (BBS).

Figure 8.1. Minimum Plan Distribution Requirements.

	Total	CSA	CNO	CSAF	CMC	Joint Staff	NEACP	DIA	USTC	AMC	MSC	MTMC	NSA/CSS	DNA	DLA	DISA	NIMA
Supported Command																	
OPLANs	110	18	18	18	6	21	4	5	4	3	3	3	3	1	1	1	1
CONPLANs w/TPFDDs	110	18	18	18	6	21	4	5	4	3	3	3	3	1	1	1	1
CONPLANs w/o TPFDDs	65	9	9	9	5	17	0	4	2	1	1	1	4	1	1	1	0
Functional & Other Plans	32	5	5	5	2	11	0	1	2	0	0	0	0	0	1	0	0
Supporting Command Plans	32	5	5	5	3	10	0	1	2	0	0	0	0	0	1	0	0
Subordinate Command Plans	15	3	3	3	2	4	0	0	0	0	0	0	0	0	0	0	0
Combined Plans	65	9	9	9	5	17	0	4	2	1	1	1	4	1	1	1	0

Figure 8.2. Distribution Table for Operation Plans Supporting Unified Command Contingency Plans.

Type of Plan: OPERATIONS PLANS SUPPORTING UNIFIED COMMAND CONTINGENCY Air Staff OPR: HQ USAF/XOO
PLANS¹

HQ USAF AGENCY	Commands							
	AFSOC	AFSPACE	CENTAF	AMC	PACAF	ACC	SOUTHAF	USAFE
XOOX	33	33	33	33	33	33	33	33
XPP	3	3	3	3	3	3	3	3
XOO	2	2	2	2	2	2	2	2
ILX	0	1	1	1	1	1	1	1
ILT	1	1	1	1	1	1	1	1
AFCIC/SYOT	1	1	1	1	1	1	1	1
XPM	1	1	1	1	1	1	1	1
XOIIIF	1	1	1	1	1	1	1	1
REO	1	1	1	1	1	1	1	1
IGX	1	1	1	1	1	1	1	1
SGXR	1	1	1	1	1	1	1	1
ILEOR	1	1	1	1	1	1	1	1
ILVX	1	1	1	1	1	1	1	1
HO	1	1	1	1	1	1	1	1
XOOOC (AFEOSC) Ft Richie, MD 21719	1	1	1	1	1	1	1	1
Other Agencies								
SAF/PAR	1	1	1	1	1	1	1	1
ANG/XOX	1	1	1	1	1	1	1	1
AFRC/XPX	1	1	1	1	1	1	1	1
AFCQMI/MQAC	1	1	1	1	1	1	1	1
AFPC/DPWRC	1	1	1	1	1	1	1	1
AFSVA/SVOS	1	1	1	1	1	1	1	1
AFCESA/CEXX	1	1	1	1	1	1	1	1

NOTE: ¹ Commands not listed in this table will provide copies to agencies as requested in writing.

Figure 8.3. Distribution Table for Civil Disturbance Plans.

Type of Plans: CIVIL DISTURBANCE									Air Staff OPR: HQ USAF/XOO							
HQ USAF AGENCY	AFC4A	AFMC	AFRC	AFSOC	AFSPACE	ARPC	AETC	CENTAF	AIA	AMC	PACAF	ACC	SOUTHAF	USAFA	USAFE	
XPP	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	
XOO	32	32	32	32	32	32	32	32	32	32	32	32	32	32	32	
SFX	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	
ILX	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
ILT	0	1	1	1	1	0	1	1	1	1	1	1	1	0	1	
SCMC	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
REO	0	0	1	1	0	1	0	1	0	1	1	1	1	1	1	
IGX	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
XPM	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
ANG/XO	0	0	1	1	0	1	1	1	0	1	1	1	1	0	1	
HO	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
SAF/PAR	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	

Figure 8.4. Distribution Table for MAJCOM Plans Supporting USAF WMP.

Type of Plan: MAJCOM PLANS SUPPORTING USAF WMP (if developed)								Air Staff OPR: HQ USAF/XOO							
HQ USAF	AFC4A	AFMC	AFRC	AFSOC	AFSPACE	ARPC	AETC	CENTAF	AIA	AMC	PACAF	ACC	SOUTHAF	USAFA	USAFE
AGENCY															
XPP	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
XOO	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
ILX	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
ILT	1	1	1	1	1	0	1	1	1	1	1	1	0	0	1
AFCIC/SYOT	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0
XPM	0	0	0	0	0	0	0	1	1	1	1	1	1	0	1
REO	1	1	1	1	1	1	0	0	1	1	0	1	1	0	0
SGX	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
SFX	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
ILVX	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
IGX	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
DPXC	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
ILEOR	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
XOIF	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
XOOC	1	0	1	0	1	0	1	1	1	1	1	1	1	1	1
(AFEOSC) Ft Richie, MD 21719															
Other Agencies															
SAF/PAR	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
ANG/XOX	1	1	1	1	1	1	1	1	1	1	1	1	1	0	1
AFRC/XPX	1	1	1	1	1	1	0	0	1	1	0	1	1	0	0
AFPC/DPWRC	0	0	0	1	1	0	0	1	0	1	1	0	1	0	1
AFCEA/CEXX	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1

Chapter 9

THE FUNCTIONAL AREA MANAGER (FAM) ROLE IN OPERATIONS PLANNING

Section 9A—Introduction

9.1. The Role of the FAM. The FAMs play a significant part in the USAF operation planning process. They are responsible for developing and managing planning and execution requirements, through standard UTC and TPFDD development, to support all possible wartime contingencies. Continuous involvement in the war planning process is essential to accomplishing the Air Force's wartime mission. This chapter outlines the specific roles that FAMs play in the planning process.

Section 9B—The FAM

9.2. Definition. The FAM is the individual or designated agency responsible for the management and planning of all personnel and equipment within a specific functional discipline to support wartime contingencies. At each level of responsibility (Air Staff, Joint Command, MAJCOM, component, FOA, and unit) the FAM should be one of the most knowledgeable and experienced persons within the functional area (functional areas are listed in **Figure 9.1**). FAMs are responsible for issuing planning guidance to the members of their functional area concerning doctrine, employment, deployment, and configurations. The FAM is also responsible for ensuring the functional requirements to support employing combat forces are adequate and documented in TPFDDs. Finally, the FAM is responsible for managing individual functional UTCs to include numbers of UTCs tasked, wartime configurations, and response times. All deployable personnel and their associated equipment fall under the control of a FAM.

Section 9C—FAM War Planning Responsibilities

9.3. General Responsibilities. Within the planning process, the FAMs at each level are concerned with the same broad planning areas. However, the specific activities which are accomplished at each level are significantly different. General planning areas involved include:

- Functional planning guidance
- Asset management
- Tracking unit tasking
- OPLAN development and execution
- En route support to sustain functional capabilities deployed to an operation
- Continuing functional support at home stations for both continuing in-place missions and support for deployed forces

9.3.1. Functional Planning Guidance. Functional planning guidance takes many forms, including Joint planning publications, this manual, other functional area specific instructions, and WMP-1. In general, the Air Staff publishes; the MAJCOM/components/FOAs supplement, coordinate, and implement; and the unit interprets, reports, and executes. Specific responsibilities exist at each level within the functional planning guidance area.

9.3.2. Asset Management. Management of functional areas' wartime assets is one of the most critical aspects of the FAMs' responsibilities. Knowing the availability and readiness status of the functional assets is essential to planning, programming, and execution.

9.3.3. Unit Tasking. Air Staff FAMs are the ultimate authority concerning the availability of functional UTCs for OPLANs and contingencies. The MAJCOM/FOA FAM's UTC availability, and its documentation within WMP-3, is a valid wartime tasking for worldwide contingency operations, regardless of whether a tasked unit's UTCs are sourced in an OPLAN during the deliberate planning cycle. Since a FAM's UTC availability constitutes a tasking, units should be manned, trained, and equipped to maintain the tasked capability. Therefore, MAJCOMs must ensure all units having UTCs listed in WMP-3 also report their status in SORTS. These UTCs, whether tasked in an OPLAN or not, reflect the capability that units are expected to have at execution.

9.3.4. OPLAN Development and Execution. FAMs are a vital link in the OPLAN development and execution process. They provide the detailed expertise needed to ensure that combat forces are properly supported for any level of contingency and participate in both the requirements determination and sourcing validation process. While the depth of participation varies from functional area to functional area, the basic responsibilities are the same for each. Responsibilities are identified in each of the above categories: planning guidance, asset management, unit tasking, and OPLAN development or execution.

9.4. Air Staff FAMs. The Air Staff FAMs represent the highest level of functional management responsibility. These individuals are responsible for all wartime planning policies and procedures that affect the entire functional area. Some functional area managers, such as the civil engineer FAM, delegate the majority of their management responsibilities to specific FOAs while retaining the overall functional responsibility. When acting in the role of FAM, these FOAs act with the same authority as a regular Air Staff FAM. They oversee all aspects of the planning process, including asset management, requirements determination, and force availability, and must fully understand the responsibilities of both the supported and supporting command functional planners. An Air Staff Functional Area Manager Checklist is provided in **Figure 9.2**.

9.4.1. Planning guidance responsibilities of Air Staff FAMs are:

9.4.1.1. Reviewing JOPES documents to ensure Air Force functional planning concerns are properly addressed. JOPES documents are root documents for the OPLAN development and execution process.

9.4.1.2. Reviewing the Joint Strategic Capabilities Plan (JSCP) basic volume and supporting functional annexes to identify changes in strategy, planning concepts, force apportionment, and joint planning guidance which might affect specific functional areas. The JSCP outlines the planning tasks which must be supported for each planning cycle.

9.4.1.3. Updating HQ USAF WMP-1 functional planning guidance for each deliberate planning cycle. The WMP-1 functional chapter conveys the specific functional planning guidance which will be used by all Air Force planners for both deliberate and execution planning purposes.

9.4.1.4. Reviewing and recommending changes to this manual, which provides enduring planning guidance for each functional area and serves as the foundation for the information that is entered into WMP-1. The OPLAN formats contained in AFMAN 10-401, Volume II, expand upon

OPLAN formats contained in JOPES, Volume II, and provide considerations unique to Air Force OPLANs.

9.4.1.5. Ensuring Air Force functional area instructions and directives contain adequate guidance to direct the wartime functions for the given functional area. This includes ensuring the FAM annex to any FORSIZE exercise is current and accurate. Complete, accurate, and detailed FAM annexes are critical to the quality of what units and MAJCOM/FOAs report as wartime requirements. The quality of this guidance directly affects the resulting size and composition of support forces and thus that function's ability to complete its mission.

9.4.2. Asset management responsibilities of Air Staff FAMs are:

9.4.2.1. Ensuring the wartime missions are identified for their functional area.

9.4.2.2. Reviewing wartime operational requirements to ensure UTC configurations and mission capabilities support wartime tasking. When necessary, direct changes to the configurations. When evolving requirements exceed the functional capabilities within the Air Force, ensure that appropriate programming actions are initiated to correct the situation. If programming actions are not taken, then changes in the functional area's concept of operations may be required to compensate for functional shortfalls.

9.4.2.3. Completing MEFPK responsibilities listed in **Chapter 6**.

9.4.3. Unit tasking responsibilities of Air Staff FAMs are:

9.4.3.1. Establishing requirements for specific MAJCOMs/components/FOAs to configure and make available specific numbers of UTCs for contingency planning, IAW the WMP-3, Part 2 Construct. This task can be formally provided by letter or message. Additionally, the Air Staff FAMs' validation of the UTC availability list submitted for inclusion in the WMP System and WMP-3, Part 2, is sufficient for establishing individual UTC tasking.

9.4.3.2. Formally notifying affected MAJCOMs when availability changes due to reorganizations, equipment changes, or other reasons. Ensure that new tasking is clearly identified to each MAJCOM.

9.4.3.3. Documenting the functional UTC tasking levied on each MAJCOM within WMP-3, Part 2, at the beginning of each planning cycle. Significant changes that occur out of cycle must be identified to the appropriate planning agencies.

9.4.3.4. Reviewing all OPLAN TPFDDs for proper force mix during the force requirements determination stages to ensure functional UTCs are being properly used, tasking is consistent with UTC mission capability statements (MISCAPs), and no unit is overtasked.

9.4.3.5. Reviewing all OPLAN TPFDDs after sourcing to ensure MAJCOM UTC requirements do not exceed the number made available to each MAJCOM.

9.4.3.6. Evaluating the final sourced OPLAN TPFDDs of all plans sourced during the planning cycle to determine functional UTC shortfalls and overages. Where significant shortfalls exist, initiate actions to correct the situation in future planning cycles. Actions may include programming for additional functional assets, adding additional training for existing personnel, directing MAJCOMs/components/FOAs to reconfigure units to different UTCs to balance the functional capabilities, or simply tasking MAJCOMs/components/FOAs for additional UTCs from existing

assets. Where overages exist, consider military to civilian conversion or outsourcing and privatization (O&P), but only after thorough analysis and staffing.

9.4.4. OPLAN development/execution responsibilities of Air Staff FAMs are:

9.4.4.1. Assisting in the development of the UTC apportionment contained in the WMP-3, Part 2. The Air Staff FAM recommends an apportionment based on the planning tasks contained in the JSCP that is proportional to the combat forces apportioned in the WMP-3, Part 1. The apportionment process dictates that the Air Staff FAM be familiar with general employment concepts and environments of all supported commands.

9.4.4.2. Ensuring supported command FAMs properly apply functional planning guidance contained in WMP-1 and other functional guidance documents in developing OPLAN TPFDD functional requirements in preparation for sourcing.

9.4.4.3. Participating as a member of the Air Force Crisis Action Team during contingency operations. As the functional expert and central point of contact for the functional area, the Air Staff FAM maintains a continuous liaison with the MAJCOM/component/FOA FAMs.

9.4.5. HQ USAF/XOOW will maintain a list of Air Staff FAMs in GCCS. Instructions for accessing the list will be placed on the HQ USAF host.

9.5. Supporting MAJCOM/FOA FAMs:

9.5.1. Supporting MAJCOM/FOA FAMs play a vital role in the plan execution process. These FAMs (at AETC, AFMC, AIA, etc.) determine which unit(s)/individual(s) will fill the real-world deployment requirements established by the supported Air Force component command (AFCC). They are the accountants of the planning process, keeping close track of the availability of forces and equipment and providing UTC availability to MAJCOM/FOA war planners, as well as tracking readiness status and training levels. They also coordinate with other FAMs on all wartime matters which affect their functional units. The FAMs, through their MAJCOM/FOA DCSs (or equivalent), are the sole authority for determining which unit(s)/individual(s) or type and amount of equipment will be selected to fill real-world deployment requirements. A MAJCOM Functional Area Manager Checklist is provided in **Figure 9.3**.

9.5.2. Planning guidance responsibilities of supporting MAJCOM/FOA FAMs are:

9.5.2.1. Reviewing and understanding JOPES documents and procedures and recommending changes to their Air Staff functional counterpart. The FAM must be prepared to comply with the planning and execution procedures outlined in these documents.

9.5.2.2. Ensuring that the functional area wartime concept of operations supports the strategy and tasks outlined in the JSCP. Supporting MAJCOM/FOA FAMs are responsible for developing functional area wartime requirements to support JSCP planning tasks. They review the JSCP to ensure that functional area resources, training, and readiness support the spectrum of the wartime taskings outlined in the JSCP.

9.5.2.3. Complying with planning guidance contained in HQ USAF WMP-1. Supported AFCCs develop OPLAN functional requirements using guidance provided in HQ USAF WMP-1.

9.5.2.4. Participating in the planning process as dictated within this manual.

9.5.2.5. Ensuring all environmental protection and compliance requirements are identified and included within each functional planning guidance area.

9.5.2.6. Reviewing and updating/adding, as necessary, any MAJCOM/FOA unique information to the Air Staff-provided annex for a support force sizing exercise. During this exercise, provide guidance and clarification as necessary to unit counterparts. If separate FAMs handle UMDs and UTCs, both need to be involved and work together to improve the quality of the results forwarded to the Air Staff.

9.5.3. Asset management responsibilities of supporting MAJCOM/FOA FAMs are:

9.5.3.1. Ensuring the appropriate number of military personnel, as defined in WMP-3, Part 2, are made available for wartime deployment contingency taskings consistent with available training resources, equipment, and skills availability.

9.5.3.2. Monitoring the readiness status of all functional units on a continuous basis, initiating measures to correct deficiencies within affected units, and forwarding recommendations to the Air Staff FAM for those deficiencies which cannot be corrected with MAJCOM/FOA resources.

9.5.3.3. Reviewing UTC availability when MAJCOM/FOA war planners have received a formal request from higher headquarters or, at a minimum, annually. This does not prevent FAMs from determining UTC availability any time they deem necessary. MAJCOM/FOA FAMs will:

9.5.3.3.1. Comparing each functional UTC with unit UMD authorizations to determine availability of each UTC. UTCs will not exceed funded UMD authorizations. UMD authorizations from supporting units (i.e., maintenance squadrons supporting aviation UTCs) should also be counted. A match compare product is available from the manpower office upon request.

9.5.3.3.2. Offering the appropriate number of UTCs for contingency planning and inclusion in WMP-3, Part 2, consistent with any critical CONUS wartime requirements which are not supportable through the use of civilian or contractor resources.

9.5.3.3.3. Notifying their MAJCOM/FOA war planners by formal letter of the UTCs to be postured based on UTC/UMD comparison.

9.5.3.3.4. After coordination with MAJCOM/FOA logistics and manpower offices, preparing formal letter containing a list of all available UTCs and forward to the Air Staff FAM, the MAJCOM war planner, and manpower office (info copy). **NOTE:** MAJCOM/FOA war plans offices will include their total UTC availability in the WMP System. UTCs which exceed the WMP-3, Part 2 Construct must be annotated in the WMP System.

9.5.3.3.5. Notifying Air Staff FAMs of any changes to availability due to reorganizations, conversions, deactivations, etc., and notify MAJCOM/FOA war planners who, in turn, will notify HQ USAF/XOOW.

9.5.3.3.6. Notifying the supported AFCC FAM and MAJCOM/FOA war plans OPR when units that are sourced to that command's OPLAN TPFDD can no longer fill the tasking. **NOTE:** The MAJCOM/FOA war plans OPR will notify HQ USAF/XOOW.

9.5.3.4. At the initial indication of a crisis, reviewing the UTC availability listing and comparing the availability against current unit SORTS report. When UTCs tasked are to be sourced from units with C-levels other than C-1, determine what resource actions would be required to fill the UTC tasking. Advise the Air Staff FAM and MAJCOM/FOA war plans OPR when significant

changes in availability occur. Assist supported AFCC FAM in identifying additional sources of support and arbitrate any conflicts when necessary.

9.5.3.5. Ensuring each unit's DOC statement reflects UTCs a unit is capable of providing, as listed in WMP-3 (plus any CONUS-to-CONUS UTCs not listed in WMP-3), as well as in-place taskings. Child UTCs derived from a parent UTC need not be reflected. Changes in UTC availability/tasking should be reflected in a unit's DOC statement as soon as possible.

9.5.3.6. Prioritizing units for receipt of mobility equipment when insufficient quantities are available to satisfy all units' mobility equipment requirements. Prioritization should be based on the guidance contained within the Defense Planning Guidance and HQ USAF WMP-1.

9.5.3.7. Completing MEFPK responsibilities listed in **Chapter 6**.

9.5.4. OPLAN development responsibilities of supporting MAJCOM/FOA FAMs are:

9.5.4.1. The supported AFCC FAM develops force support requirements according to HQ USAF WMP-1 and functional planning guidance for each tasked OPLAN TPFDD. Supporting MAJCOM/FOA FAMs must respond to requests from supported AFCC war planners to provide the information in a timely manner to meet the requirements of the Joint planning process.

9.5.4.2. Since the war planner is virtually the only individual who has oversight over the total TPFDD planning process, the war planner will physically source the UTC requirements during deliberate planning sourcing conferences. The FAM will validate the war planner's sourcing of each OPLAN TPFDD during supporting command review.

9.5.5. Execution responsibilities of supporting MAJCOM/FOA FAMs are:

9.5.5.1. Notifying the Air Staff FAM during contingency execution when the MAJCOM/FOA is unable to source requirements from available UTCs.

9.5.5.2. Validating the accuracy of information for each sourced UTC requirement. Where UTCs have been tailored or the UTC requirement has been fragmented, the MAJCOM/FOA FAM should ensure that the proper modified sourcing information is available in COMPES. In extreme cases, the tailored information may be passed to the tasked unit over any secure means.

9.5.5.3. Resolving tasking problems that are identified by units during TPFDD execution. Actions may include substituting units, requesting a deployment delay, or advising the MAJCOM/FOA war plans office that the deployment requirement cannot be satisfied from within MAJCOM/FOA resources. **NOTE:** The MAJCOM/FOA FAM must also notify the supported AFCC FAM of the inability to fill the requirement. This is necessary as the AFCC/supported MAJCOM FAM must then attempt to locate available resources from other MAJCOMs.

9.5.5.4. Maintaining a current listing of MAJCOM functional UTCs that reflect which units/UTCs have been tasked and which are still available for tasking. The Air Staff/component FAM must be advised as changes in the availability occur during the plan execution.

9.5.6. TPFDD deployment requirements normally involve deployment of entire UTCs. When a verbal request is received from an AFCC or higher authority to fill a UTC deployment requirement, the following procedure should be followed:

9.5.6.1. The FAM must determine whether or not the command can support the deployment requirement. This may involve contacting the appropriate functional counterpart at base-level to

determine actual availability of assets. This procedure is an informal process to determine availability only and therefore does not constitute a tasking for the base(s) contacted. The MAJCOM/FOA FAM will determine whether or not the command can support the requirement and provide availability to support to the requesting AFCC FAM.

9.5.6.2. If more than one base can provide the requested support, the FAM then decides which base will provide the resource. Recommended base/unit/individual sourcing should then be provided to the MAJCOM/FOA war planners (or designated tasking authority) for subsequent tasking actions.

9.5.6.3. As a supporting MAJCOM/FOA FAM, you may routinely be contacted by other MAJCOMs/FOAs requesting availability of assets for your functional area. Prior to providing availability, the FAM should coordinate with its own war planners so they can provide the particulars concerning the requested deployment operation.

9.5.7. PALACE Program Deployment Requirements. All deployment requirements are identified in appropriate TPFDDs. HQ AFPC will task shortfalls to another supporting command when the original tasking(s) cannot be filled by the supporting MAJCOM tasked in the TPFDD. The newly-tasked MAJCOM FAM will determine which unit(s) can best support the requirement and provide the command deployment function the Personnel Accounting Symbol (PAS) code of the unit(s) selected to fill the requirement. MAJCOM FAMs are inherently responsible for sourcing their functional requirements from within their command resources.

9.6. Supported AFCC FAMs:

9.6.1. Supported AFCC FAMs are an integral part of the deliberate and crisis action planning processes. It is imperative that the supported AFCC FAMs maintain contact with like FAMs at all levels to maintain continuity. Most supported AFCC FAMs also perform the duties of a supported command Air Force component in addition to those of a MAJCOM. In addition to reviewing the MAJCOM FAM responsibilities above, supported AFCC FAMs should conduct the following:

9.6.1.1. Supported AFCC FAMs' major responsibility lies in the OPLAN development arena. They are responsible for determining functional area requirements at each wartime beddown location in the component's portion of the TPFDD, for developing force support requirements according to WMP-1, and for functional planning guidance for each tasked OPLAN TPFDD as the supported command. Supported AFCC FAMs must respond to the tasking of MAJCOM/FOA war planners to provide information in a timely manner to meet the requirements of the Joint planning process.

9.6.1.2. Core UTC packages (see **Chapter 5**) will be used as the foundation and starting point for building requirements at each wartime beddown location. Any requirement above the Core UTC packages must be added to TPFDD. UTCs in the Core UTC packages that are not required at a location will initially be placed "on-call." Comply with UTC apportionments in WMP-3. Refer to **Chapter 4** for detailed TPFDD creation procedures.

9.7. Unit Level FAMs. These FAMs are the unit level personnel responsible for day-to-day management of unit functions. Many of their responsibilities are accomplished with the assistance of other unit agencies such as the logistics, manpower, personnel, or operations plans office. Planning and reporting are important responsibilities of the unit level FAMs.

9.7.1. Planning guidance responsibilities of unit level FAMs are:

9.7.1.1. Monitoring and reporting the status of all available UTCs within the functional area. When long-term deficiencies are projected, advise the MAJCOM/FOA FAM. Forward unit deficiencies which are beyond the unit's capability to correct to the MAJCOM/FOA FAM for additional resource support or an adjustment in the unit's UTC tasking.

9.7.1.1.1. Monitoring UTC/UMD authorization mismatches and notifying the MAJCOM FAM, with info copies to the wing and command manpower offices, when mismatches do exist. A match compare product is available from both manpower offices.

9.7.1.2. Ensuring the SORTS report correctly identifies the resource status of reporting units IAW AFI 10-201.

9.7.2. Asset management responsibilities of unit level FAMs are:

9.7.2.1. Configuring and maintaining functional UTCs as tasked by MAJCOM/FOA FAM using available unit assets.

9.7.2.2. Notifying MAJCOM/FOA FAM when UTC tasking cannot be supported due to changes in manning or equipping.

9.7.3. Unit tasking responsibilities of unit level FAMs are:

9.7.3.1. Maintaining detailed load plans and mobility rosters for all tasked UTCs according to appropriate mobility planning instructions.

9.7.3.2. In addition to SORTS reporting, advising MAJCOM/FOA FAM when unit cannot fulfill any UTC tasking levied on the unit, when unit cannot respond within the unit's DOC response times, or when unit can no longer provide a particular UTC.

9.7.3.3. Executing deployment portion of any TPFDD and deployment manning document (DRMD) tasking according to applicable instructions and procedures.

Section 9D—General Planning Guidance

9.8. General Responsibilities. Planners in all functional areas must consider the following guidance when determining requirements and committing resources for contingency planning and execution.

9.9. Resource Augmentation Duty (READY) Program . Commanders and commander-designated representatives are responsible for implementation and support of the READY program. Specific guidance for implementing and administering the READY program can be found in AFI 10-217.

9.10. Contingency Organizations. Planners should use existing organizational structures as much as possible. Organizational structures at each employment base should be designed to parallel peacetime structures. The need for provisional units should be identified during deliberate planning to expedite their use during contingency execution.

9.11. Determining Manpower Requirements.

9.11.1. Man-hour Availability Factors. Manpower requirements are normally computed on the basis of a standard workweek. The man-hour availability factors (MAFs) are published in WMP-1, Annex

Z. The workweek is the average number of hours an individual is expected to be on duty unless the member is on authorized absence status (such as on leave, hospitalized, etc.). Planners will use the wartime emergency workweek MAF published in WMP-1, Annex Z, when sizing units or elements for contingency or general war operations planning.

9.11.1.1. For planning purposes, this workweek should be used for all forces in an operation except where specifically exempt. For execution purposes, use the workweek directed by higher headquarters. If resource shortages dictate, use the emergency workweek MAF for all forces outside the area of operation. It is assumed that the emergency workweek can be sustained indefinitely.

9.11.1.2. Commanders may employ a wartime workweek, using the surge MAF in WMP-1, for short periods as the situation requires, generally not longer than thirty days.

9.11.1.3. Civilian vice Military Man-hour Availability Factors. Under emergency conditions, the regular administrative workweek may be extended to any length necessary for mission accomplishment. For planning purposes, the civilian workweek should coincide with the military workweek. Those hours in excess of the standard workweek must be compensated for at the overtime rate (unless Congress enacts legislation to extend the administrative workweek).

9.11.2. Category Mix. Planners must specify the various categories of resources (military, civilian, contractor) needed to satisfy requirements. The following provides general guidelines:

9.11.2.1. The following requirements should be military:

9.11.2.1.1. Positions required for deployment into a potential combat theater in support of the National Military Strategy.

9.11.2.1.2. Positions required in-place in a potential combat theater unless there is specific guidance to the contrary, such as emergency-essential civilians, contractors contracted to deploy, Status of Forces Agreements, and Host Nation Support Agreements.

9.11.2.1.3. Positions required to be military by law, based on military experience or unique training, or for military command and control.

9.11.2.1.4. Positions needed to maintain casualty replacements.

9.11.2.1.5. Positions needed when peacetime rotation requirements exceed wartime requirements.

9.11.2.2. Consider using civilians/contractors for all other requirements, to include:

9.11.2.2.1. CONUS only deployments.

9.11.2.2.2. Sustainment operations.

9.11.2.2.3. Rear areas.

9.12. Utilizing Resources. Planners must consider current manpower and personnel policies and guidance when committing resources in developing and executing operations plans.

9.12.1. Resource Substitution. There are situations where use of resources that do not match the requirement they satisfy are acceptable. The following are substitutions that are acceptable provided they are authorized by the tasked commander and mission capability is not downgraded. Substitutions should not take place until all matching resources available have been exhausted.

9.12.1.1. AFSC Substitution. At the discretion of the tasked commander, resources with different AFSCs can be substituted as specified in UTC MISCAPs or other functional publications, provided mission capability is not degraded.

9.12.1.2. Enlisted Skill Level Substitution. There should be an exact match of the AFSC requirement with skill level deviation up one skill level or down two skill levels (a 7-level resource tasked to fill a 5- or 3-level requirement, or a 5-level resource tasked to fill a 7-level requirement, etc.). The tasked commander can utilize skill level deviation.

9.12.1.3. Officer Grade Substitution. One grade level up or down is authorized for officer requirements.

9.12.2. Use of DAF Civilians. Normally, civilian personnel are not deployed against contingency force requirements. DAF civilians performing wartime required functions in overseas commands may be retained if they volunteer according to procedures outlined in AFI 36-507. These positions should be coded as emergency-essential in the Manpower Data System.

9.12.3. Use of Contractors. Like DAF civilians, contractors are not normally deployed in support of contingency operations. If the contract covers such conditions, contractors may be considered deployable resources for contingency programming, planning, and execution.

9.12.4. Use of Non-US Citizens. Using non-US citizen personnel in overseas commands during contingency operations and hostilities is subject to individual host country agreements.

9.12.5. Using Air National Guard (ANG) and Air Force Reserve Command (AFRC) Resources. The ANG and AFRC are major sources of trained, immediately available military personnel. Their employment to fill emergency augmentation requirements is governed by applicable emergency authorities, policies, and procedures.

9.12.6. Curtailment of Education and Training. Depending on the scope and urgency of the situation, a number of personnel in individual education and training programs can be made available through phasing out, accelerating, curtailing, and reorienting training courses and programs.

9.12.7. Use of TDY Personnel Support. Planners contemplating the use of TDY personnel to support contingency operations should consider the following:

9.12.7.1. The initial period of TDY will always be 90 days unless otherwise directed by HQ USAF or the theater commander. Accordingly, contingency planning should provide for an initial 90-day TDY period during which the Air Staff decides whether to convert the assignment to PCS or continue TDY.

9.12.7.2. Personnel selected for deployment must be able to complete the entire period of TDY (specified in the DRMD and Execution/Frag order). Additionally, personnel cannot be deployed for more than or extended beyond 179 days without approval from SECAF. Submit and forward requests for waiver of 179-day maximum TDY period to HQ AFPC/DPWR and HQ USAF/DPXC (in turn) for processing. For additional information refer to AFI 36-2110, *Assignments*. For Reserve Component (RC) personnel using man-days, refer to AFI 35-41, Vol IV, paragraph 3-5. RC personnel on MPA man-day tours require a waiver to exceed 139 days of continuous TDY (10 USC 672(b) or 673(b)) versus 179 days.

9.12.7.3. If a tasked base or unit has insufficient resources to fulfill their deployment requirements, the base MPF personnel readiness function, in coordination with the appropriate FAM and

the wing/base chief, resource plans division or designated IDO (when no LGX office exists), will request contingency augmentation from their MAJCOM to fill the requirements with command resources, if available. If command resources are not available, the MAJCOM personnel staff, in coordination with the appropriate MAJCOM functional area managers, will request contingency augmentation from AFPC/DPWR in accordance with AFI 10-215.

9.12.7.4. Retainability Requirement. Personnel selected for deployment must have enough retainability to complete the established TDY tour length. Refer to AFI 36-2110 for details.

9.12.7.5. Command Resource Use. Before the supported or supporting command submits a request for filler action or deployment manning assistance, they must ensure they have used all command resources, that personnel have (if practical) been reassigned from lower to higher priority functions, and the emergency man-hour availability factor has been implemented.

9.12.8. Requirement Priority. Theater requirements (deployment and in-place) generally have priority over CONUS requirements and should be satisfied accordingly.

9.13. Host-Tenant Support. Host-tenant support relationships will be the same in wartime as in peacetime, except as documented in the Host-Tenant Support Agreement.

Section 9E—FAM Training

9.14. FAM Education. There are currently no formal courses within the Air Force which teach FAMs how to do their job. Each functional area should consider having one or more courses or "school houses" to make the FAM technically proficient in the specific functional skills. Attendance at the Air Force Contingency Wartime Planning Course (CWPC), held at Maxwell AFB, Alabama, is highly desired for all new FAMs. CWPC provides an overview of the USAF planning process which touches on all levels of planning from the NCA down to the base-level. Due to the breadth of material covered, the course is intended as a detailed introduction to war planning and provides the educational foundation for the war planner. CWPC is in extremely high demand and may not be available to all personnel who wish to attend. The Joint Training Organization (JTO) JOPES Basic course is another valuable course for Air Staff and MAJCOM FAMs. While not every FAM will need to be a JOPES terminal user, the JOPES Basic course familiarizes the FAM with GCCS capabilities, JOPES terminology and processes, and information which is available within the JOPES system which can ease the FAM's workload.

9.15. FAM Reading. The majority of a FAM's education must be obtained through reading. Not all publications are available at each level. The Joint publications are generally only available to the Air Staff and MAJCOM level, as are some of the Air Staff publications. The majority of information unit level FAMs need to know is contained in Air Force instructions and publications, as well as specific planning guidance provided by MAJCOMs. The following publications are essential reading for Air Staff and MAJCOM/FOA FAMs:

9.15.1. Defense Planning Guidance.

9.15.2. CJCSI 5714.01, *Release Procedures for Joint Staff and Joint Papers and Information*.

9.15.3. Joint Strategic Capabilities Plan and separate functional annexes.

9.15.4. Joint Operation Planning and Execution System, Volumes 1-3.

9.15.5. USAF War and Mobilization Plan, Volume 1, Basic Plan.

- 9.15.6. AFPD 38-1, *Organization*.
- 9.15.7. AFI 10-201, *Status of Resources and Training System*.
- 9.15.8. AFI 10-215, *Personnel Support for Contingency Operations (PERSCO)*.
- 9.15.9. AFI 10-217, *Resource Augmentation Duty (READY) Program*.
- 9.15.10. AFI 10-402, *Mobilization Planning*.
- 9.15.11. AFI 10-403, *Deployment Planning*.
- 9.15.12. AFI 10-404, *Base Support Planning*.
- 9.15.13. AFI 36-507, *Mobilization of the Civilian Work Force*.
- 9.15.14. ANGR 28-1, *ANG Unit Type Code Management*.

Figure 9.1. Air Staff Functional Area Managers.

Air Staff Functional Area Managers		
Functional Area	FAM	DSN
Acquisition	SAF/AQXA	227-2343
Air Force Reserve	AF/REOO	225-7664
Air National Guard	ANG/XOX	225-1129
Airfield Operations	AFFSA/XAXW	858-2143
Aviation	AF/XOOW	224-9742
Bare Base	AF/ILXX	225-1798
Chaplain	AF/HCP	297-1478
Civil Engineers	AF/ILEOR	225-7744
Combat Control/Special Tactics	AF/XOOS	225-1550
Combat Support/Headquarters Augmentation/OSS	AF/XPMR	227-1821
Comm/Computer Systems/Info Mgt/Postal/Visual Info	AFCIC/SYOT	227-1718
Comptroller	SAF/FMPC	225-0140
Contracting	SAF/AQCO	224-1732
Counterintel/Spec Investigations	AFOSI/XPX	297-6992
Fuels	AF/ILSP	225-3854
History	AF/HO	754-2170
Intelligence	AF/XOIIIF	224-6482
Judge Advocate General	AF/JAX	224-3021
Life Support	AF/XOOT	225-0902
Logistics Support	AF/ILXX	225-1798
Maintenance	AF/ILMM	227-3523
Medical	AF/SGXR	227-9075
Mobility	AMC/DOOM	576-2038
Munitions	AF/ILMW	227-4270
Personnel	AF/DPXC	225-0735
Public Affairs	SAF/PAR	227-5226/6702
Rescue Coordination Centers	AF/XOOS	225-1550
Safety	AF/SER	246-5654
Security Forces	AF/SFX	425-0019
Services	AF/ILVX	664-4937
Space/Nuclear	AF/XONO	227-4077
Supply	AF/ILSP	227-3854
Theater Air Control Systems	AF/XOCE	224-6741
Transportation/Aerial Port	AF/ILTR	227-7336
Weather	AF/XOWP	426-4500

Figure 9.2. Air Staff Functional Area Manager Checklist.

Air Staff Functional Area Manager Checklist		
1.	Review Joint Strategic Capabilities Plan (JSCP) and other joint planning publications.	
2.	Review functional area specific instructions, WMP-1 functional area guidance, and WMP-3 wartime availability and apportionments.	
3.	Is UTC configuration and mission capability statement adequate to support operational requirements?	
	a. Are changes to UTC configuration required by operational tasking or concepts of operations?	
	b. Do functional requirements exceed capability? If so, initiate programming action for additional resources or change functional area concept of operation to identify a reduced level of operation.	
4.	Manage functional area wartime assets.	
	a. What are the functional UTC availabilities by owning MAJCOM?	
	b. What is the unit status based on SORTS report?	
5.	Have you established requirements for the MAJCOMs to configure UTCs and made them available?	
6.	Have you notified the affected MAJCOMs when taskings have changed, based on reorganization or equipment changes?	
7.	Are new taskings clearly identified to each MAJCOM?	
8.	Have you documented or reviewed functional UTC availability levied on each MAJCOM within WMP-3, Part 2?	
9.	Have you reviewed the OPLAN TPFDD during the force requirement determination stage?	
	a. Are the functional UTCs being used properly?	
	b. Are the taskings consistent with UTC mission capability statement?	
	c. Are any MAJCOMs overtasked?	
10.	Have you evaluated the final sourced OPLAN TPFDDs for shortages or overages?	
	a. Are there any functional UTC shortfalls?	
	b. If there are any significant shortages, have you initiated corrective action?	
	c. Are there any functional UTC overages?	
	d. If there are any overages, have you analyzed the reason and taken appropriate action to alleviate the overage?	
11.	Do you have a functional expert and central point of contact as a member of the Air Force Crisis Action Team (CAT)?	
	a. Have all CAT representatives completed initial training?	
	b. Do all CAT representatives have AFOC badges?	

Figure 9.3. MAJCOM Functional Area Manager Checklist.

MAJCOM Functional Area Manager Checklist		
1.	Review Joint Strategic Capabilities Plan (JSCP) and other joint planning publications.	
2.	Review functional area specific instructions, WMP-1 functional area guidance, and WMP-3 wartime availability and apportionment.	
3.	Is UTC configuration and mission capability statement adequate to support operational requirements?	
	a. Are changes to UTC configuration required by operational taskings or concepts of operations?	
	b. Do functional requirements exceed capability? If so, initiate programming action for additional resources or change functional area concept of operation to identify a reduced level of operation.	
4.	Manage functional area wartime assets.	
	a. What are your functional UTC availabilities?	
	b. What is the unit status based on SORTS report?	
5.	Has your Air Staff counterpart notified you to establish, configure and make new/tasked UTCs available?	
6.	Have you been notified by your Air Staff counterpart that taskings have changed, based on anticipated reorganization or equipment changes?	
7.	Are new taskings clearly identified?	
8.	Have you documented or reviewed functional UTC availability within WMP-3, Part 2?	
9.	Have you reviewed the OPLAN TPFDD during the force requirement determination stage?	
	a. Are the functional UTCs being used properly?	
	b. Are the taskings consistent with UTC mission capability statement?	
	c. Are any units over tasked?	
10.	Have you evaluated the final sourced OPLAN TPFDDs for shortages or overages?	
	a. Are there any functional UTC shortfalls?	
	b. If there are any significant shortages, have you initiated corrective action ?	
	c. Are there any functional UTC overages?	
	d. If there are any overages, have you analyzed the reason and taken appropriate action to alleviate the overage?	
11.	Do you have a functional expert and central point of contact as a member of the Crisis Action Team (CAT)?	
	a. Have all CAT representatives completed initial training?	
	b. Do all CAT representatives have badges?	

Chapter 10

INTELLIGENCE PLANNING

10.1. Discussion of the Intelligence Planning Function. Intelligence planning must address the full spectrum of war planning. This chapter explains the process of preparing the Intelligence Estimate of the Situation and inputs to OPLANs and CONPLANs.

10.2. Preparing the Intelligence Estimate of the Situation:

10.2.1. The Intelligence Estimate is intended to provide the commander with information about the enemy comparable to that provided by other staff agencies about the commander's own forces, including enemy vulnerabilities, centers of gravity, offensive and defensive capabilities, and courses of action available to the enemy. Using this information, the commander can logically establish the enemy's probable course of action and select the course of action that best supports the command mission and objectives.

10.2.2. The command planning decision process can involve both formal (deliberate planning) and informal (crisis action planning) intelligence estimates. When the process is formal, the outline in AFMAN 10-401, Volume II, Enclosure E, may be used to develop the estimate. It may also be used as a checklist to prepare the informal estimates. The administrative details of the format conform to JOPEs OPLAN format for ease of converting the estimate to an OPLAN annex. Although the format may be adjusted as necessary, the paragraph numbers and headings shown in the figure should be used for standardization. In the informal (crisis action planning) process, the intelligence estimate of the situation may be a fluid or dynamic product, often in briefings and reports, vice the formal attachment format. In either case, the Intelligence Estimate of the Situation must be tailored and present that information needed to execute the OPLAN or CONPLAN it supports.

10.3. Preparing Annexes to OPLANs and CONPLANs:

10.3.1. Intelligence Participation in OPLAN Development. At each step in the planning process, the intelligence staff performs a specific task to help the commander carry out that planning phase. After the commander's concept of operations (CONOPS) has been developed, the next step is to compile and issue the formal directive (that is, the OPLAN). The intelligence staff has three primary interests in the content of the OPLAN.

10.3.1.1. To ensure it accurately provides all information about the enemy and area of operations which commanders need to know to carry out their own parts of the operation successfully.

10.3.1.2. To list Essential Elements of Information (EEI) needed for the plan, both to satisfy those requirements existing prior to implementation and to evaluate the success of the plan following execution.

10.3.1.3. To establish a CONOPS for intelligence operations. This CONOPS must address organizational arrangements, information flow, and systems and personnel employment.

10.3.2. Content Requirements for Intelligence Annexes. An intelligence annex should be developed for each OPLAN requiring intelligence products and services.

10.3.2.1. OPLANs, by their very nature, require complete, well-developed intelligence annexes which reflect the substantive intelligence required for a specific mission. They must give specific

guidance for tasking, directing, and coordinating the intelligence actions needed for the collection, exploitation, processing, analysis, dissemination, and timely application of intelligence to the planned operation.

10.3.2.2. On the other hand, CONPLANS are less rigid and less specific, and consequently do not require fully-developed intelligence annexes. They do require complete intelligence participation since the decision to expand a CONPLAN into an OPLAN or OPORD is usually made in response to a change in the intelligence situation. This situation should be completely developed in the basic CONPLAN (as shown in AFMAN 10-401, Volume II, Enclosure D or, if more appropriate, in the Intelligence Annex).

10.3.3. Format and Content of Intelligence Annexes:

10.3.3.1. An outline and an explanation for the development of the Intelligence Annex is shown in AFMAN 10-401, Volume II. While this format may be adapted as necessary, the standard paragraph headings should be used for consistency and ready reference. When certain paragraphs do not concern the particular mission, the words "not applicable" should be placed after the headings. The proper entry for a paragraph may also be simply a reference to an appendix. An appendix should be developed when the information:

10.3.3.1.1. Is highly specialized (imagery requirements, SIGINT, target list, release policy, etc.) or is so extensive that its inclusion in the annex would hinder easy use of the document. The sample formats shown in AFMAN 10-401, Volume II should be used for appendices.

10.3.3.1.2. Is of a higher classification than the classification required for the basic plan or annex. In this case and in Paragraph **10.3.3.**, the appendix or attachment would be issued separately from the basic OPLAN. This is reflected in the OPLAN Table of Contents.

10.3.3.1.3. Is so sensitive that it requires a more limited distribution than the distribution made for the basic plan or annex.

10.3.3.2. Since the substantive data required for the Intelligence Annex is frequently of a dynamic nature and is subject to constant change, the annex may refer to other recurring intelligence documents, reports, and data bases containing such perishable data, as well as to documents that contain detailed, lengthy statistical information (such as the performance characteristics of enemy military equipment). Regardless of which procedure is used (inclusion or referencing), the substantive intelligence portions (or intelligence annexes and appendices) should fit the preplanning intelligence needs of the entire operations plan. Specifically, detailed intelligence should not be scattered throughout an operations plan since it creates unnecessary and redundant update problems.

10.3.3.3. The annex may cross-reference an annex prepared by another functional element if it contains information that has an impact on the intelligence function. For instance, the Logistic Annex or plan may be identified as a source for logistic data pertaining to intelligence activities. If applicable, intelligence planners should give a very brief summary of the data that appears in the referenced annex.

10.3.3.4. The intelligence planner must always give a short summary statement calling attention to any detailed information in the Intelligence Annex or appendices to be included in other annexes developed by other staff elements.

10.4. Planning References. The essential intelligence tasks or procedures outlined in other directives and guidance should be referenced in formal planning documentation. Listed references should not contain unnecessary, redundant descriptions of normal procedures. Following the general rule for references, tasked elements and organizations should possess or have ready access to the references listed.

Chapter 11

COUNTERINTELLIGENCE AND SPECIAL INVESTIGATIONS PLANNING

11.1. Introduction and Scope. Counterintelligence (CI) is information gathered and activities conducted to protect against espionage, other intelligence activities, sabotage, or assassinations conducted for or on behalf of foreign powers, organizations, persons, or international terrorist activities. It consists of offensive and defensive activities but does not include personnel, physical, document, or communications security programs. Offensive CI is information gathered about and operations employed against foreign intelligence targeting of personnel, information, and resources. Conversely, defensive CI is information gathered and investigations conducted to detect and neutralize or prevent espionage activities and detect and resolve incidents of foreign-directed sabotage, terrorist activities, and assassinations. CI complements, but is distinguished from, positive (foreign) activities of foreign intelligence, i.e., information relating to the capabilities, intentions, and activities of foreign powers, organizations, or persons, but not including CI except for information on international terrorist activities. As such, CI contributes to operations by protecting personnel, information, and resources against clandestine human threats. Moreover, by denying success to the enemy's human intelligence (HUMINT) apparatus and thereby decreasing his ability to use combat power effectively, CI aids in reducing the risks of a command. Special Investigations (SpI) are the collateral criminal, fraud, and investigative services of AFOSI which are designed to protect the combat capabilities of the command. Within the Air Force, the CI/SpI mission is assigned to AFOSI.

11.2. Counterintelligence Planning. The goal of CI planning is to counter the spectrum of clandestine human threats. CI planning begins with the inception of the plan (operations, contingency, exercises, or operation order) and continues until the operation is completed. Effective CI planning consists of three phases:

11.2.1. Phase I. CI planners evaluate enemy HUMINT, sabotage, subversion, and assassination capabilities and relative probability of use. They also evaluate terrorist groups and indigenous anti-American extremists' capabilities to damage or impede operations and estimate the relative probability of use. **NOTE:** The USAF WMP, Vol I, Annex K, Counterintelligence and Special Investigations, summarizes the worldwide CI situation. Localized assessments are contained in special AFOSI studies, reports, and analyses.

11.2.2. Phase II. CI planners estimate the effect of these clandestine capabilities on friendly courses of action and the effectiveness of existing CI measures in countering them.

11.2.3. Phase III. CI planners design CI measures for commands to carry out based on the conclusions reached in the second phase. The CI measures are incorporated in an appendix to the Intelligence Annex (Appendix 3 to Annex B). The sample format in AFMAN 10-401, Volume II, is a guide for developing Appendix 3 to Annex B for plans written to support AFCC plans. AFOSI regions are organized and aligned to provide CI/SpI planning guidance to the MAJCOM and component staffs. AFOSI regional plans officers will provide all CI/SpI inputs to MAJCOM plans (Appendix 3 to Annex B). For HQ USAF-developed plans and those MAJCOM plans requiring Air Staff coordination, HQ AFOSI will give required CI/SpI inputs through SAF/IGX. Paragraphs 11.3. through 11.9 guide you and list major topics you should cover in Appendix 3 to Annex B.

11.3. Appendix References. This listing should include all directives, plans, and annexes pertinent to the assigned CI/SpI mission.

11.4. Appendix Counterintelligence Mission Paragraph. This paragraph is used to state the general mission assigned to AFOSI under the component command plans. The paragraph should:

- 11.4.1. Provide the general objectives and guidance necessary to accomplish the assigned CI/SpI mission.
- 11.4.2. Identify command responsibilities and reporting procedures to ensure the flow of CI/SpI information to higher, adjacent or subordinate commands.
- 11.4.3. List the coordination and liaison responsibilities for AFOSI with United States and allied CI/SpI elements or other commands and agencies.
- 11.4.4. Assess the effect of U S statutes, executive orders, DOD directives, and status of forces agreements on CI/SpI activities.

11.5. Counterintelligence Organization. Specify the number and approximate size of the AFOSI units required to support the assigned CI/SpI mission to include the organizational structure and command relationships (i.e., operational control for AFOSI elements in the area of operations (AO)). This planning allows for the flexible structure and use of AFOSI personnel, resources and capabilities. Prepare Tab A to Appendix 3 to Annex B (Tasked AFOSI Unit Designations) depicting the AFOSI command structure in the AO.

11.6. Counterintelligence Threat. While the WMP-1, Annex K, addresses the general foreign threat, you should tailor the data in Paragraph 2 of this appendix (Appendix 3 to Annex B) to the plan's AO. The paragraph should address the total foreign threat posed to the command resources. Refer to area CI estimates, studies, or special reports prepared by AFOSI.

- 11.6.1. The espionage analysis should present a clear picture of the capabilities of foreign intelligence services. Specifically it should:
 - 11.6.1.1. Describe the enemy's efforts to penetrate U S and allied military establishments and to exploit weaknesses in safeguarding classified and other defense information.
 - 11.6.1.2. Explain the role of embassies and other official establishments and state how foreign intelligence services use them as an operational base for espionage and other intelligence activities.
 - 11.6.1.3. Discuss the threat in command areas posed by clandestine espionage nets who are equipped with false credentials and who pose as Americans or other nationals.
- 11.6.2. The threat analysis should discuss the terrorism and sabotage threats in the context of Air Force doctrine and requirements for the security of US Air Force weapons systems from hostile ground threats, as prescribed in AFI 31-101, *Air Force Physical Security Program*.
 - 11.6.2.1. Identify the threat of foreign clandestine attacks for specific war conditions and contingencies and provide the security planners information about foreign capabilities and possible courses of action to destroy, damage, or impede Air Force mission performance (including any targets of an attack).

11.6.2.2. Consider any threat conditions that may stem from disgruntled and anti-American extremists and terrorists in overseas areas.

11.6.3. Include in subversive summary all aspects of the threat that could or will endanger the command mission or the security of Air Force functions, personnel, and property. Considerations should be given to:

11.6.3.1. Any broad-based efforts in overseas areas to create and exploit anti-American animosities and force restrictions on, or the eviction of, US forces and military bases.

11.6.3.2. If appropriate, discuss the role (and threat to the Air Force) of communist parties, front groups, and nationalist and extremist elements.

11.7. Command and Control. Identify AFOSI and command coordination requirements peculiar to the CI/SpI activities supporting the plan to include AFOSI coordination requirements for CI/SpI support from or to other US units or agencies.

11.8. Counterintelligence Activities. This section covers specific CI and SpI services provided by AFOSI:

11.8.1. CI Services. Identify and provide planning guidance for approving, controlling, coordinating, and assigning priorities within these activities:

11.8.1.1. CI collections.

11.8.1.2. CI investigations.

11.8.1.3. Counterespionage, countersabotage, countersubversion, antiterrorism, counter-HUMINT, and other special CI operations.

11.8.1.4. Protective service operations.

11.8.1.5. CI Collections Plan (CICP).

11.8.1.6. Defensive security education.

11.8.1.7. Liaison.

11.8.2. Production and Dissemination. Provide guidance for the analysis, production, and dissemination of CI from all sources.

11.8.3. SpI Services. This paragraph sets forth the importance, priorities, and required interface of the following collateral AFOSI SpI services to support the combat and readiness capabilities of the command:

11.8.3.1. Criminal investigations and operations.

11.8.3.2. Fraud investigations.

11.8.3.3. Technical service operations/support.

11.8.3.4. Investigative support operations (polygraph, forensics, etc.).

11.9. Miscellaneous Guidance. This paragraph includes any necessary guidance not provided elsewhere in the appendix; for example, contingency fund accounting, CI reporting and restrictions, etc.

Chapter 12

COMBAT SEARCH AND RESCUE (CSAR) PLANNING

12.1. The Mission of Combat Search and Rescue Forces. Combat Air Forces (CAF) must provide a trained, equipped, and ready combat rescue force to conduct and support US Air Forces and other DOD global aerospace operations. Combat rescue forces provide CSAR expertise within air operations centers to coordinate and direct forces supporting CSAR operations.

12.2. CSAR Capabilities. The primary mission capability is to recover personnel from areas of enemy threat or potentially hostile environments during day or night under varying weather conditions.

12.2.1. A CSAR appendix is required if the operation plan involves US Air Force CAF aircraft and the Operations Annex describes specific tasks or requirements over and above normal CSAR activities. The purpose of the appendix is to provide the Air Force commander with the capabilities of CSAR units as an integral part of Air Force Combat Air Forces. This appendix should cover such planning factors as number of aircraft, deployment routes, type terrain in the employment area, and prognostic weather conditions.

12.2.2. For compatibility with the Joint Operation Planning System, CSAR operations are described in Annex C, Appendix 5, of MAJCOM OPLANs. Appendix 5 is titled Combat Search and Rescue Operations. Items may be deleted, added, or modified to satisfy theater procedures and planning factors. Planning guidance is included in the sample format. Planners should also refer to **Chapter 8** for general OPLAN format guidance. In addition, they should consult JOPES, Volume II, and CJCSI 3121.01, *Standing Rules of Engagement for US Forces*.

12.2.3. The logistic planners will work closely with CAF rescue planners to make sure the basic plan covers CSAR force logistic requirements. For additional guidance on personnel and activities supporting or being supported by CSAR forces, Joint Pubs 3-50, 3-50.1, 3-50.2, 3-50.3, and AF Doctrine Document 34 should be referenced.

12.2.4. Operations planners should coordinate anticipated CSAR requirements with the command's CSAR unit commanders to ensure that CSAR coverage is defined by technically qualified CSAR personnel.

12.3. Command and Control of CSAR Forces.

12.3.1. Rescue Coordination Center (RCC).

12.3.1.1. Air Force component commanders are responsible for planning and conducting CSAR operations in support of their own operations. Component commanders should establish an RCC to coordinate all component CSAR activities, including coordination with the designated Joint Search and Rescue Center (JSRC) and other component RCCs as appropriate. Every effort should be made to ensure augmentees are fully trained and familiar with component and joint CSAR tactics, procedures, and techniques. If a RCC is not established, those CSAR activities and responsibilities normally assigned to the RCC should be assigned to an element of the Air Operations Center (AOC).

12.3.1.2. Air Force component commanders should provide mutual support to the CSAR operations of other components to the greatest extent possible. Such support is normally requested and coordinated through the JSRC using established communications channels.

12.3.2. General Air Force CSAR command relationships. The Air Force component has operational control when conducting CSAR missions in support of its own operations.

12.3.2.1. When the Air Force component needs augmentation to complete a CSAR mission, the JSRC will be notified. Based on recommendations by the JSRC, the Joint Force Commander (JFC) may task one or more other components to assist. While tasked to augment an Air Force mission, the augmenting forces should normally be under the tactical control (TACON) of the Air Force CSAR mission commander.

12.3.2.2. If the Air Force component is unable to conduct CSAR operations for its personnel, the JSRC will be notified and, based on recommendations by the JSRC, the JFC may task another component to complete the CSAR mission. In this case, the component tasked to conduct the CSAR mission maintains operational control of its component forces.

12.3.2.3. If the Air Force component is unable to conduct a CSAR operation for its personnel and there is no other component capable of completing the CSAR operation, the JFC may direct joint force components, by mission type orders, to provide specific CSAR capabilities to support joint CSAR operations. The JFC will determine the command relationships in such cases.

12.4. Preparing the CSAR Appendix . Following considerations of the various staff estimates, the unified commander decides the course of action to be adopted. Based on that decision, the Air Force component supporting plan including the CSAR appendix is prepared. Normally, in joint operations which have significant involvement by joint force components and their staffs, the JFC will establish a JSRC by tasking one of the component commanders to designate their component RCC to function also as the JSRC. Coordinate through the JSRC for planning and CSAR operations. When multiple search and rescue centers are employed, they will be under the command of the area Air Force component commander or designated JSRC director. If more forces are needed to prosecute the mission, the JSRC director has direct access to, and liaison with, CSAR forces in adjacent areas to obtain temporary assistance. If augmenting Air Force CSAR forces from external sources are required to support an area plan, the area commander's plan should specify these requirements and sources for CJCS review and for coordination of airlift and transportation.

Chapter 13

AIR BASE OPERABILITY PLANNING

13.1. The Air Base Operability (ABO) Mission. ABO is the integrated capability needed to maintain air base readiness during contingencies. ABO integrates and coordinates those operations that interact during a contingency to maintain or restore the installation's capability to execute its assigned missions. At the base-level, the CE Readiness Flight is the lead function for executing ABO directives, coordinating planning and programming efforts and provides technical expertise concerning Camouflage, Concealment, and Deception (CCD). The civil engineer readiness flight officer will:

13.1.1. Review and prepare plans (command, joint, Air Force, or execution) to ensure ABO planning responsibilities and tasks are properly addressed in Annex C, Appendix 11 (see AFMAN 10-401, Volume II, for sample formats). Other functional area managers (security forces, medical, etc.) must ensure their respective annexes, plans, equipment, training, and procedures support an integrated ABO mission.

13.1.2. Incorporate functional area capabilities in the command capability assessment to identify ABO shortfalls and advise the CINC, Air Force, and supporting commands on priorities. See AFI 10-212, *USAF War and Mobilization Plan, Volume I (WMP-1)*, Annex S, and the ABO Checklist (see AFMAN 10-401, Volume II, Paragraph A5.7) for specific planning guidance.

13.2. ABO Planning in Support of an Operation Plan. ABO planning must ensure functional agencies integrate specific and general measures to sustain operations during a contingency. Commanders will take the appropriate steps to meet the conventional, nuclear, biological, and chemical wartime threats of applicable geographic locations.

13.3. Passive Defense. Mitigate the effects of contingencies on operating areas, facilities, and personnel.

13.3.1. Defensive Construction. Essential assets must be protected to continue essential services.

13.3.1.1. Hardening. Conventional hardening and chemical protection will be based on type of facility and the associated threat area. Design of new construction will incorporate hardening and protection criteria to support ABO requirements. Retrofit of existing facilities will consider the most combat capable method, including the use of expedient methods such as revetments, earth berms, and sandbags.

13.3.1.2. WMP-1, Annex S, provides maximum conventional hardening and chemical protection levels applicable to all USAF facility programming. MAJCOMs should identify specific bases, facilities, and functions for protection. Support utilities (electrical, water, sewage and heating, ventilating, air conditioning) must be provided for each priority or critical facility to be protected.

13.3.2. Dispersal. Distribute personnel, resources, and other air base assets to decentralize locations in order to decrease vulnerability during enemy attacks.

13.3.2.1. Operational Support Dispersal:

13.3.2.1.1. Peacetime (pre-hostilities). A Base Activity Dispersal Plan will be developed by analyzing all base activities identifying those which should be dispersed to lessen high value target concentration and ensure survivability. Dispersal locations will be prepared to support the activities identified in the Base Activity Dispersal Plan. Items to be considered are degree

of protection needed, space required, utility (power and water) demand, communications desired, transportation access, and availability of natural or erected camouflage. The siting of new construction must, if possible, support the Base Activity Dispersal plan to enhance operational survivability.

13.3.2.1.1.1. Natural Disaster. Aircraft must be sheltered during severe weather such as hail storms, hurricanes, and tornadoes. Those aircraft that cannot be sheltered must be dispersed to other areas (bases) for protection.

13.3.2.1.1.2. Wartime. Upon notification of impending hostilities, work centers and other functions identified in the base dispersal plan will be relocated to their preplanned dispersal locations to enhance survivability.

13.3.2.2. Aircraft Parking Dispersal. Aircraft (fighter, transport, support) that cannot be sheltered must be dispersed into revetted areas for protection, servicing, or rearming.

13.3.2.2.1. Combat Cross Servicing. Aircraft that cannot return to home base due to low fuel of structure damage should be dispersed to an allied airfield for servicing. This can be achieved by an International Memorandum of Understanding (MOUI) with host nation and proper combat cross servicing training among units.

13.3.2.2.1. Combat Cross Servicing. Aircraft

13.3.2.3. Aircraft Launched Dispersal. Provided sufficient warning is given, launching mission ready or operationally-ready aircraft prior to attack is an effective survival method. Launching of all other unsheltered aircraft should also be considered. Primary considerations are time needed to launch the aircraft, the installation's capability to recover the aircraft after the attack, and the availability of usable alternate launch and recovery surfaces.

13.3.2.4. Essential Resource Dispersal. Until hardening protection is provided for all critical facilities, equipment, and supplies, the Base Activity Dispersal Plan will include procedures to disperse essential items to areas protected by revetments.

13.3.2.4.1. Supply Dispersal. Critical supply assets not stored in semi-hardened facilities must be dispersed and provided revetted protection.

13.3.2.4.2. Munitions Dispersal. Munitions stored in soft storage facilities must be dispersed into hardened facilities, such as munitions storage igloos or aircraft shelters where available. Munitions in aircraft turn areas which cannot be stored in hardened facilities or aircraft shelters must be provided revetted protection.

13.3.2.4.3. Cargo Dispersal. A portion of the cargo will be dispersed off the flightline proper in shelters, revetments, or to areas using camouflaging.

13.3.2.4.4. Petroleum, Oil, and Lubricants (POL) Dispersal. POL storage which is not hardened can be enhanced by dispersal. POL trucks not provided hardened shelters will be dispersed into revetted areas or unoccupied aircraft shelters.

13.3.2.4.5. Aerospace Ground Equipment (AGE) Dispersal. AGE will be dispersed around the base, preferably into aircraft shelters or revetted dispersal areas.

13.3.2.4.6. Vehicle Dispersal. Ready vehicles will be dispersed and revetted when possible.

13.3.2.4.7. Other Dispersal. Dispersal of other assets not addressed above, such as water storage, food storage, and construction materials, should be considered.

13.3.3. Camouflage, Concealment, and Deception (CCD). CCD reduces the effectiveness of attacking air or ground forces on friendly assets.

13.3.3.1. Camouflage. Screening systems need to be employed selectively throughout the base. Employment and type of system (radar-reflective and radar-transparent) need to be considered. Certain areas will most likely require screening during peacetime to enhance concealment efforts in the event of minimum attack warning. Other areas should be identified during preplanning and screening systems employed only during the attack readiness phase. Training on and use of screening devices should be incorporated into routine activities to ensure CCD measures support OPLANs and contingencies. Tonedown efforts and camouflage material employment must be coordinated. Tonedown must be effective from both ground and air observation. Facilities and critical pavement surfaces need to be toned down. Pattern painting can be effectively used to hide critical resources which must be exposed to air observation and frustrate electro-optical acquisition weapon systems. Thermal blankets or other infrared reduction methods can be used on high-value targets.

13.3.3.2. Concealment.

13.3.3.2.1. Forestation. Natural as well as manmade structures can be used to conceal resources. Existing and planned forestation offer excellent concealment. Command posts, maintenance support areas, munitions storage areas, and equipment dispersal areas are prime candidates for concealment with natural vegetation. Forestation should include use of trees, shrubs, and vine-type vegetation where consistent with surrounding terrain. Each base should develop procedures to provide concealment of dispersed resources to preclude highlighting critical resources or actions during times of heightened tension or hostilities.

13.3.3.2.2. Obscuration. Obscuration devices, such as smoke generating systems, can be deployed along runways and other critical areas throughout the base. The systems can also be used to obscure anticipated aim points off the base to protect against precision-guided weapons. Fixed and mobile systems should be employed to support installation concealment and ground defense force requirements. To gain maximum benefit from obscuration operations, sufficient attack warning and remote initiation capabilities are needed. Climatology at each site must be addressed and considered prior to employing obscuration devices and when employing them so that maximum utility can be achieved and interference with friendly operations can be avoided.

13.3.3.3. Deception:

13.3.3.3.1. Decoys. A wide range of decoys can be employed to divert attacking aircraft and ground forces from critical assets, forcing the attacker to waste resources while preserving friendly resources. The employment of decoys can be further used to mislead opposing forces on friendly strength, capabilities, or intentions. Available decoys range from silhouettes and two-dimensional designs to deceive low-altitude, high-speed attackers to three-dimensional, high-fidelity designs capable of deceiving radar and thermal sensors, as well as close visual scrutiny. Decoys could include tactical aircraft, fuel bladders, buildings, paved surfaces, surface-to-air missile firing units, and vehicles. Other decoys could also be used to electronically simulate radar transmitters, C4 facilities, and NAVAIDS. Used effectively, decoys can com-

plicate enemy target acquisition, mislead reconnaissance, and waste munitions. Decoy damage can also be employed to mislead enemy reconnaissance and targeting. To be effective, decoys must be integrated into unit training activities and operations plans to support appropriate contingency and wartime actions. Decoys must be placed in logical locations and moved according to established credible procedures that an enemy has been conditioned to accept. Decoys employed with air base defense (ABD) forces can be used as force effectiveness multipliers by creating the appearance of more defense forces, defenses in-depth, or simulating force concentrations. These concentrations of protective forces can be employed to divert aggressors into kill zones or away from critical targets.

13.3.3.3.2. Radar Deception. False radar target generators, to include radar reflectors and jammers, can be effectively used to frustrate radar acquisition and aiming systems on real targets or enhance realism of decoys if required.

13.3.3.3.3. Electronic Deception. Signal generators can be employed to enhance the realism of decoy runways, PAD sites, navigational aids, mobile systems (i.e., TACCS) or command and control facilities. The unit must coordinate the use of signal generators with the base tactical deception officer on the deployment of decoys and radar deception systems to provide a credible multi-source signature and preclude potential interference with friendly operations.

13.3.4. Nuclear, Biological, Chemical (NBC) and Conventional Warfare Defense. Provide individual protection from NBC and conventional weapons effects and detect, avoid, contain, neutralize, or remove NBC contaminants or their effects to continue essential wartime tasks.

13.3.4.1. Nuclear Warfare Defense. Personnel must be able to maintain and continue their mission in a radioactive contaminated environment despite the effects of fallout. To meet these requirements, each air base will have reliable detection and warning systems, equipment for specialized teams, fallout protective shelters, exposure control procedures, and decontamination procedures. Vital communications and computer nodes must be protected from electromagnetic pulse (EMP) effects caused by nuclear detonations. Without such protection, we can expect near-total disruption of non-hardened systems. Shelter teams must be adequately trained to set up and operate shelters and to monitor personnel radiation exposure levels.

13.3.4.2. Biological and Chemical Warfare Defense. Personnel assigned to or identified for deployment to an area with a potential chemical or biological threat must be capable of conducting sustained operations in an NBC environment. Personnel must be provided individual protective equipment and procedures for rest and relief in an open-air toxic-free area. Units will also have manual and automatic point detectors or alarms for NBC contamination (see USAF WMP-1, Annex S).

13.3.4.3. Conventional Warfare Defense. Personnel will be provided individual protective equipment (i.e., helmet, canteen, first aid kit, etc.) and afforded splinter protection from weapons fragments and small arms fire.

13.4. Recover. Prevent the spread of damage and restore essential assets to effective use.

13.4.1. Assessment. Early initial reconnaissance for assessment is a key part of recovery. All base personnel and organizations have a responsibility to report damage, suspected contamination, and the location of unexploded ordnance to the Survival Recovery Center (SRC) through their respective control centers. Initial cordons must be established to limit vehicle and pedestrian traffic into hazardous

areas and suspected unexploded ordnance (UXO) areas. Once the reconnaissance effort has been accomplished, recovery activities are implemented in accordance with SRC-established priorities.

13.4.1.1. Initial Damage Assessment. Damage assessment methods need to provide the greatest accuracy in the shortest amount of time. These will include prepositioned, tactically-sited observation posts and on-foot reconnaissance teams. If available, on-station helicopter, light aircraft, etc., may replace some of these positions.

13.4.1.2. Damage Assessment Teams (DATs). Airfield and building DATs will be composed of explosive ordnance disposal (EOD), civil engineer, C4 personnel, and base augmentees as appropriate. The SRC will direct DATs and NBC contamination survey teams to perform a detailed assessment of areas with the greatest potential for rapidly restoring launch and recovery capability.

13.4.1.3. Collateral Damage Assessment. Restoration procedures may require deliberately causing some collateral damage in order to repair an area or structure, lay in new lines, or safe and dispose of UXOs. An estimate of potential collateral damage must be reported to the SRC. Further damage may not be acceptable in certain situations, such as when it would hinder launch and recovery capabilities.

13.4.2. Explosive Ordnance Disposal (EOD). Repair and use of operating surfaces are dependent on EOD capabilities to safe and remove UXOs, thus the limits of a recovery clearance and priorities should be coordinated through the SRC commander. In most cases, UXOs will be disarmed, removed from hard surfaces, or visually marked "safe" and left in place until time permits removal. Normally the selected surfaces of the minimum operating strip (MOS) and access routes will be cleared of all UXOs. Exact clearance distances will depend on the hazards of the explosive items encountered and the hardened RRR equipment fielded at the base. All personnel in or near the cleared zones must be properly protected. Armor protection and remote or standoff techniques will be used in ordnance clearing when possible. Other EOD tasks must be considered in the prioritization process.

13.4.2.1. Safing. This capability will include the ability to render safe any hazardous ordnance to the point that it may be removed or left in place as necessity dictates.

13.4.2.2. Removal. The removal of UXO from aircraft operating surfaces will be decided by EOD supervisors. The approximate location of the hole of entry of buried ordnance will be determined and marked. No attempts will be made to neutralize these bombs until the situation permits. Holes of entry in the interim launch surface will be repaired without bomb removal, unless removal can be accomplished easily or EOD determines the hole of entry to have a high probability of being from an area denial delay fuse munition. Submunitions must be cleared to a location of sufficient distance from the launch and recovery surface to preclude collateral damage to aircraft.

13.4.3. Fire, Crash, and Rescue. Fire, crash, and rescue operations will be initiated to limit damage to facilities, buildings, and aircraft after hostilities. These efforts will be consistent with previously-established priorities and senior installation commander direction.

13.4.4. Damage Repair. The airfield repair system must provide the capability to rapidly safe and remove multiple UXOs, repair damage to the selected MOS, and then repair remaining airfield surfaces. This includes repair of craters or spalls and providing NAVAIDS and arresting systems. Any available resources and materials (i.e., crushed stone, AM-2 matting, concrete slabs, and folded fiberglass mats) will be used to repair aircraft operating surfaces. RRR is an inherent USAF mission

responsibility and will normally be performed by USAF personnel using prepositioned equipment and materials. Host nation and other US services' support will be requested when requirements exceed local USAF capabilities.

13.4.4.1. Nuclear, Biological, and Chemical Decontamination. This capability includes personal and resource contamination avoidance and decontamination. When absolutely necessary and time permits, portions of aircraft, equipment, and facilities needed to continue essential wartime operations will be decontaminated. Priority of decontamination will be determined by the SRC commander.

13.4.4.2. Facility Repair and Restoration. Commanders will make every effort to continue evaluation and repair of key facilities as necessary. Remaining facilities will be repaired or restored in relationship to their contribution to the mission of generating sorties. In all likelihood, the vehicles, materials, and manpower used for repair will also require repair, rest, or restocking and prepositioning in preparation for additional attacks. This should be a prime consideration by the commander when deciding at what point temporary repairs are adequate. Full restoration of base facilities will be contingent upon conditions existing after hostilities.

13.4.4.3. C4 Systems and ATC Repair. Necessary C4 Systems and ATC facilities to support sortie generation will be repaired as determined by the senior operations commander.

13.4.4.4. Key Support Facilities, Utilities, and Services. Remaining facilities, utilities, and services needed to support sortie generation or mission accomplishment will be repaired to a required level as determined by the senior operations commander and previously-established priority guidelines.

13.5. Installation Level Training. Unit trainers will:

13.5.1. Supplement chemical-biological warfare defense training and other ABO training with unit-unique mission requirements.

13.5.2. Teach general contingency skills such as contingency response, expedient hardening techniques, explosive ordnance reconnaissance, damage assessment and reporting, dispersal, and other ability to survive and operate (ATSO) actions.

13.5.3. Incorporate into existing training and exercise programs as much hands-on training as the unit mission and resources allow.

13.5.4. Include general contingency skills material in the installation preparedness information program. See AFI 32-4001 for further guidance on the information program. See WMP-1, Annex S, for the listing of general ABO skills.

Chapter 14

MAPPING, CHARTING, AND GEODESY

14.1. Introduction. Mapping, Charting, and Geodesy (MC&G) is a function of intelligence within the Air Force structure. The JOPES directs that MC&G guidance be outlined in Annex M to supported command operations plans. Prescribing MC&G guidance in an annex separate from intelligence emphasizes the importance of MC&G planning to the operational mission. Adherence to the prescribed format promotes comprehensive planning and helps to ensure the most accurate and current MC&G products and services are available to support the mission.

14.2. General Information:

14.2.1. The National Imagery and Mapping Agency (NIMA) is the principal provider of MC&G products and services to the military departments, unified and specified commands, and other DOD components.

14.2.2. The Director of Intelligence, Surveillance, and Reconnaissance (AF/XOI) is the HQ USAF focal point for MC&G matters and is charged with resolving MC&G issues. The 497th Intelligence Group MC&G Division (497 IG/INOT) is the AF/XOI-designated representative for MC&G programs, policy development, and guidance as it applies to planning, training, equipping, and inspecting of Air Force forces. The 497 IG/INOT develops MC&G policy that is approved and promulgated by AF/XOI. In addition, 497 IG/INOT consolidates, validates, submits, and defends Air Force requirements for MC&G products; monitors exploitation of MC&G products and services; identifies items of interest for inspection purposes; provides technical MC&G support to the Air Staff and the commands; and serves as the primary Air Force office for historical MC&G records. They also assist, develop, coordinate, and evaluate MC&G products and technology to support advanced weapons systems and future MC&G needs. In this capacity, 497 IG/INOT is the Air Force point of contact with NIMA and also serves as OPR for the MC&G Air Force instruction (AFI 14-205, Requirements for Cartographic/Geodetic Products and Services). AFI 14-205 lists the procedures for ordering, stocking, and identifying requirements for standard maps, charts, digital cartographic data, air target materials, point positioning data bases, geodetic surveys, commercial multi-spectral imagery, and related products and services.

14.3. MC&G Requirements Planning:

14.3.1. NIMA provides all standard MC&G products and services used by the Air Force. In contingency situations, NIMA can also provide non-standard, substitute MC&G products to support tasks in areas where standard products are not available. Substitute products, however, are normally less adequate than standard products in fulfilling operational requirements. Because of the long lead times needed to develop and/or produce new, standard MC&G products, every effort must be made to identify requirements as early as possible in the operational planning cycle.

14.3.2. Annex M is the medium through which operational MC&G product service requirements are identified. It is also the means by which command relationships, MC&G product transportation requirements, closure times, and special support needs are identified. Sample formats and guidance for preparing the Annex M are provided in AFMAN 10-401, Volume II. Additional administrative instructions are provided in **Chapter 8** of this manual.

14.3.3. Air Force competes with the unified and specified commands and the other services for NIMA resources. A properly prepared Annex M accurately describes operational MC&G product and service requirements to NIMA production planners. By describing specific mission tasks for which MC&G support is required (i.e., developing radar fix points and offset aim points and planning cruise missile mission and precise weapons deliveries), the Annex M provides NIMA with information needed to derive technical solutions to difficult production problems.

14.3.4. In accordance with AFI 10-205, all Air Force organizations which use, formulate, validate, or submit requirements for MC&G products must identify a point of contact for MC&G matters. Organizations include Air Force components of unified commands, Air Force major commands, direct reporting units, field operating agencies, the US Air Force Reserve, and Air National Guard. These designated offices' points of contact and any planners involved in Annex M development should contact 497 IG/INOT, 5113 Leesburg Pike Ste 600, Falls Church VA 22041-3230, DSN 289-1179, with questions or requests for technical assistance.

Chapter 15

HISTORY WAR PLANNING

15.1. Requirement for History War Planning. Air Force leadership has a fundamental responsibility to accurately document its organizational and operational decisions and events to support analysis and decision-making at all levels. The USAF History Program is the primary means of accomplishing this responsibility through the systematic collection of historical data during war and contingency operations. Only through the rapid and comprehensive collection and preservation of historically significant documentation can the Air Force accurately record what happens during war and contingency operations and create the data base for extracting the vital lessons of those operations.

15.2. Responsibility for History War Planning. All war and contingency plans must contain a history annex or appendix. Each headquarters producing such plans must outline specific actions to deploy historians and acquire accurate and comprehensive data.

15.3. Planning Guidance. Planners must ensure effective history support for war and contingency operations by:

15.3.1. Providing for the rapid deployment of historians to the area of operations simultaneous with the forces themselves to ensure historical coverage from the onset of operations.

15.3.2. Assigning deployed historians to the senior operational commander's immediate staff. Historians require direct access to and the immediate support of the commander to ensure that they observe closely the decision-making processes; gain unrestricted access to command posts, operations centers, flightlines, maintenance shops, and other facilities; and see all data required to compile complete and accurate historical records.

15.3.3. Providing for the employment of historians to collect documentation, record unit/installation activities, and regularly forward historical reports in accordance with AFI 84-102. Planners must not assign historians responsibilities that interfere in any way with historians devoting full time and effort to performing their primary duties.

15.4. History Appendix for a MAJCOM Supporting OPLAN. A guide for preparing the History Appendix to the Operations Annex of an OPLAN is shown in AFMAN 10-401, Volume II. Additional administrative guidance is provided in **Chapter 8** of this manual. War planners should also refer to Annex M of WMP-1 for additional guidance on history functional planning.

Chapter 16

LOGISTICS PLANNING

Section 16A—General Guidance

16.1. Logistics Planning Function. Logistics planning is essential to support war and contingency operations. Therefore, logistics planners at every level must play an active role in operation planning at the earliest stage. Paragraph 16.19. lists documents related to logistics planning. The unit commander has the responsibility of identifying resources (both personnel and equipment) to fill the tasked UTC requirements as depicted by the Air Force component staff. When approved by the owning MAJCOM Battle Staff functional manager, tailoring of UTCs may occur at unit level; however, the original UTC must be kept intact. For example, AFSCs may be substituted depending on the mission requirement or as specified by the UTC MISCAP statement and the Air Force component's statement of need for the operation. To reflect a substitution, the unit is required to identify the deployed AFSC, name, SSN#, date deployed, scheduled return date, etc., of the person deployed in the personnel mini-record file. The original AFSC requirement/U LN is never changed. Any ULN that can not be filled from existing resources must be identified through a LIMFAC report to the personnel and logistics functional managers in the Battle Staff. The functional manager will find another source to fill that requirement. The tasked unit does not have the authority to add or delete UTC requirements without prior coordination with the Battle Staff and proper assignment of approved ULNs. Paragraph 16.19 lists documents related to logistics planning.

16.2. Use of the USAF War and Mobilization Plan (WMP) in Developing Wartime Logistic Requirements. The USAF WMP is the major war plan used to assist in determining wartime logistics requirements. That part of the wartime requirement, required in addition to primary operating stocks and mobility equipment to support projected wartime demands until the industrial base can meet the requirement, is known as War Reserve Materiel (WRM).

16.2.1. The data in the USAF WMP, Volumes 4 and 5, are used as the basis for determining these requirements, subject to these considerations:

16.2.1.1. Applicable D-dates.

16.2.1.2. Procurement lead times.

16.2.1.3. Production capability, both pre- and post-D-day (including surge capability).

16.2.1.4. Existing assets (including substitute items).

16.2.1.5. Maintenance concepts and capability.

16.2.1.6. Transportation capability.

16.2.1.7. Forecast and actual dollar availability and item procurability.

16.2.1.8. Host nation capability (Host/Tenant Support Agreements)

16.2.2. The WMP also serves as the basis for determining construction requirements for storing WRM and for planning industrial readiness and preparedness.

16.3. USAF WMP, Volume 1, Annex E, Logistics. The Logistics Annex to the WMP-1 provides support objectives and a common basis for logistic planning to support the forces and activities contained in

the WMP. It is organized to align with the major logistics functions. While this annex is primarily for MAJCOM planners, portions may be extracted for the base-level.

16.4. Logistics Planning Responsibilities. Logistics and operations planning must be done in concert to identify and refine support requirements and solve problems. It is essential to conduct this planning concurrently during the development of time-phased force and deployment data. Commanders at all levels must integrate operations and logistics planning from the beginning of the planning cycle. Logistics planning for unified commands and joint forces must be carried out concurrently with strategic planning and in advance of tactical planning. Complete and integrated staff coordination permits simultaneous planning to ensure logistics readiness of forces and facilities to support operations.

16.4.1. As an integral function of logistics planning, the operating command must advise HQ AFMC of proposed plan development. If appropriate, the component command of the supported CINC, as part of the TPFDD development, should call a conference of the supporting major commands and HQ AFMC to evaluate logistics supportability and feasibility of the plan.

16.4.2. An additional part of the integrated planning involves reviewing the TPFDD prior to submitting it to a supported CINC as the Air Force position.

16.5. Transportation Planning:

16.5.1. Transportation should not be the sole reason for taking a specific course of action, but transportation capability is a significant factor in developing the final plan for any operation. A concept of transportation operations that outlines the scheme of anticipated employment of available transportation resources of a plan should be developed early in the planning cycle. This concept, together with appropriate tasking and identification of limiting factors affecting the execution of the transportation mission, could have significant influence on the direction of the total planning effort.

16.5.2. Although the format and guidance in the Mobility and Transportation Appendix (see AFMAN 10-401, Volume II) is not intended to be all-inclusive, it provides the basic information and guidance generally required by higher and lower echelon commanders and their staffs to evaluate and execute transportation planning actions. The appendix may be expanded to meet the specific requirements of the commander and to ensure the completeness of transportation planning.

16.5.3. Air Force plans which support unified command OPLANs involving transportation requirements are developed in the format shown in AFMAN 10-401, Volume II, and included as Appendix 4 to the Logistics Annex of the plan.

16.5.4. The Mobility and Transportation Appendix should provide specific guidance to:

16.5.4.1. Indicate the concepts for movement and reception of all forces shown in the listing of estimated transportation requirements.

16.5.4.2. Establish the extent to which assigned lift resources can accomplish the movement requirements and indicate the need for airlift or sealift augmentation.

16.5.4.3. Identify facilities to be used in the reception of forces and materiel and to support subsequent operations.

16.5.4.4. Indicate responsibilities of subordinate and supporting commands for the movement of personnel and cargo.

16.5.4.5. Identify limiting factors which could adversely affect mobility operations and indicate, insofar as practical, alternatives which might alleviate their severity.

16.5.4.6. Aggregate and develop total movement requirements.

16.5.5. Total movement requirements must be shown in the TPFDD.

16.5.5.1. Without these requirements, the required transportation capabilities cannot be planned and transportation feasibility of the OPLAN cannot be determined. The feasibility of meeting movement requirements with adequate transport capability may be the critical element in OPLAN development and execution. The TPFDD must account for all movements and ensure they are planned in advance of the operation.

16.5.5.2. These movements include combat and support unit strategic deployments, as well as:

16.5.5.2.1. Deploying replacement and filler personnel.

16.5.5.2.2. Deploying filler shortages of pre-positioned war reserve materiel stocks (PWRMS) (such as munitions), and items of equipment required by theater in-place units to make them combat effective (to include in-theater stocked pre- or malpositioned assets).

16.5.5.2.3. Transporting resupply cargo with special emphasis on critical items such as aircraft engines and munitions.

16.5.5.2.4. Deploying chemical or nuclear munitions.

16.5.5.2.5. Repositioning PWRMS from storage to employment locations.

16.5.5.2.6. Providing medical airlift support for casualty evacuation and moving critical items such as whole blood.

16.5.5.2.7. Providing support for State Department-sponsored noncombatant evacuation operations (NEO).

16.5.5.2.8. Planning for the movement of retrograde cargo such as aircraft spares being recycled for depot repair.

16.5.5.3. JOPES ADP capabilities, such as the logistics estimator software, are used to develop some movement requirements. Planners must ensure that use of this automated capability provides a complete and accurate statement of movement requirements which, at a minimum, should include those discussed in Paragraphs 16.5.5.2.1. through 16.5.5.2.8. above. For complete transportation planning, those requirements not produced by automated capability should be added to the TPFDD by the responsible functional agency.

16.6. JOPESREP LOGFOR Definition and Tailoring Responsibilities in TPFDD Development or Modification. Each command has a specific unique set of responsibilities for TPFDD development. These responsibilities depend on the present situation, degree of OPLAN development, and whether the commander is executing an existing plan or is involved in a contingency where the plan must be developed and executed within a time constraint. They also depend on whether the command is supported or supports another command. The discussion of responsibilities in Paragraphs 16.7. through 16.11. supplements the discussion in **Chapter 4**.

16.7. OPLAN TPFDD Development:

16.7.1. During the planning phase, the JOPEs TUCHA data for standard UTCs are used to identify force and movement requirements. Tailoring and developing cargo movement requirements are accomplished using COMPES and JOPEs. This is normally accomplished to reflect:

16.7.1.1. In-place equipment (for example, WRM) that does not need to deploy from the CONUS.

16.7.1.2. Movement of cargo from more than one origin to support a UTC (that is, where fragmentation and insert codes have been used).

16.7.1.3. Movements for which the standard UTC is used in the TPFDD but the cargo movement requirements deviate from the standard LOGDET (that is, force indicator code of "1" or "8" is used).

16.7.1.4. Movements for which a nonstandard UTC is used (see **Figure 4.1.**).

16.7.2. These procedures are used to tailor TPFDD cargo movement requirements:

16.7.2.1. The TPFDD requirements of Air Force components of the supported command are developed using standard planning procedures.

16.7.2.2. The unsourced TPFDD file is passed to the supported command DCS Logistics/J-4 staff which creates a COMPES LOGPLAN Logistics Planning File (LPF). The unsourced TPFDD is also passed to the supporting commands for sourcing.

16.7.2.3. Supporting commands source the TPFDD.

16.7.2.4. The LPF data are distributed by the supported command to each reception base for tailoring.

16.7.2.5. Supporting commands create a command-unique LPF using the same version of LOGDET as the supported command and the sourced TPFDD.

16.7.2.6. Supporting commands distribute their deployment equipment requirements to their tasked (deploying) units.

16.7.2.7. Tasked units verify that required equipment is available for deployment and propose necessary changes or modification to the supporting command headquarters.

16.7.2.8. Tailoring data are passed from each reception base to the supported command headquarters.

16.7.2.9. Tailoring data are passed from the supported command to the supporting commands.

16.7.2.10. Supporting command LPFs are updated with tailoring data from the supported command and changes or modifications from their tasked units.

16.7.2.11. The supporting command updates the TPFDD movement requirements using COMPES OT&P.

16.7.2.12. The supporting command passes the sourced and tailored TPFDD and LPF (or tailoring data) to the supported command.

16.7.2.13. The supporting command distributes actual deployment equipment requirements to the deploying units.

16.7.2.14. The supported command merges the sourced TPFDD from the various supporting commands.

16.7.2.15. The supported command merges the supporting command LPF or, using tailoring data from the supporting commands, updates the supported command LPF.

16.7.2.16. The supported command distributes sourced and tailored LPF data to each reception base.

16.7.3. These procedures are used to develop cargo movement requirements for nonstandard UTCs:

16.7.3.1. The Air Force component of the supported command establishes a force requirement in the TPFDD for which no standard UTC will suffice. *NOTE:* Every effort should be made to use standard UTCs, even if tailoring of manpower and equipment results.

16.7.3.2. Once the OPLAN LPF is created, the supported command develops equipment requirements using the COMPES LOGPLAN subsystem.

16.7.3.3. LPF data for each nonstandard UTC are forwarded to the supporting commands for sourcing.

16.7.3.4. The supporting command upgrades the OPLAN LPF to reflect equipment sourcing for the nonstandard UTCs.

16.7.3.5. The procedures in Paragraph 16.7.2. are used to tailor and update the TPFDD.

16.8. Execution Planning TPFDD. The amount of tailoring that can be done during execution planning depends on how much time is available. The COMPES system has specific tailoring procedures and record formats. Supporting and supported commands should transmit this tailoring information either by phone or USMTF message format using these procedures:

16.8.1. During execution planning, the previously-defined force requirements are compared with the resources and assets available at the intended beddown base or receiving area.

16.8.1.1. When specific assets are available in the receiving area, the supported command must immediately direct the supporting command to eliminate these assets from the actual deployment. The logistics detail (LOGDET) which is stored in the supported command GCCS computer is used as the baseline of data in this tailoring exercise. This elimination of duplicate assets reduces the movement of excess equipment into the supported area, thereby reducing aerial port workloads and transportation lift requirements.

16.8.1.2. To make sure this process is done rapidly, the major commands should delegate logistic planning and tailoring tasks to a lower echelon; however, the major command must ensure the procedures in this chapter are followed. (See Chapter 4, **Section 4C** for more information on command responsibilities.)

16.8.2. If duplicate assets have been identified, the supported command requests tailoring by specific UTC and FRN either by phone or message to the supporting command.

16.8.2.1. The UTCs (and their characteristics) previously assigned and identified for deployment during OPLAN development should exist in a plan-related file.

16.8.2.2. Upon receipt of the supported command request for UTC tailoring, the supporting command must act quickly to direct the deploying unit to tailor its deployment package. The support-

ing command then notifies, by either phone or return message, the supported command of the action being taken.

16.8.2.3. After all tailoring actions are completed, the supporting command generates required JOPESREP force movement characteristics data and transmits them to the supported command and to the other addressees specified in the JOPESREP instructions.

16.9. Logistic Estimate of the Situation. A logistic estimate of the situation is an appraisal resulting from an orderly examination of the logistic factors that affect optional courses of action. This estimate is prepared at all echelons of command to determine the requirements and capability of supporting various courses of action. It aids the commander in deciding on a proposed course of action, particularly in a large scale contingency operation. See the sample format in AFMAN 10-401, Volume II.

16.10. The Logistics Annex. After considering the various staff estimates, including that of logistics, the commander decides on the course of action to be adopted. The logistics staff then prepares its portion of the plan for implementing the commander's decision. This usually becomes the Logistics Annex to the plan, rather than a separate logistics plan.

16.10.1. Use the sample format in AFMAN 10-401, Volume II, for a Logistics Annex to support an operation plan prepared at major command or equivalent level. This format gives detailed instructions on the planning considerations that apply to the paragraphs of the Logistics Annex.

16.10.2. Although this format is intended as a guide, it identifies the logistics information considered essential at HQ USAF and major command level and should, therefore, be followed as closely as possible.

16.11. Determining Logistics Feasibility--MAJCOM Responsibilities:

16.11.1. The Air Force component commander and supporting MAJCOMs submit comments on logistics support limitations for OPLANs to the unified commander. The Air Force component commander must also send two copies of the comments to HQ USAF DCS Installations and Logistics, Directorate of Plans and Integration, Logistics Plans Division (HQ USAF/ILXX), Logistics Readiness Center (LRC), with backup data needed to review the plans and comments, and one copy to the AFMC Operations Office (AFMC/XP-AO).

16.11.2. Using the logistics planning checklist in AFMAN 10-401, Volume II, as a guide, the component command must identify any logistics limitations that are so great that the required support is beyond the capability of the command and may affect mission accomplishment. Within 60 days after publication of command operation plans, the component command must submit written comments on logistics limitations, together with listings of requirements, assumptions, factors, and methods used to determine the logistic requirements and limitations, to HQ USAF/ILXX with information copy to HQ AFMC/XP.

Section 16B—Sustainment Planning

16.12. Sustainment Planning (Non-unit-Related Sustainment). JOPES sustainment planning is used to develop information to estimate materiel movement requirements generated during the operation. This process is used to determine the feasibility of the planned concept of operations and to show the size of the logistics effort required.

16.12.1. Sustainment planning factors are used solely for transportation feasibility analysis. They are used to assess strategic lift requirements when actual requirements cannot be determined. They are not to be considered standards to be used in accomplishing actual movement of materiel in the execution of any plan.

16.12.2. There is a distinction between actual sustainment and JOPES notional sustainment. Actual sustainment begins as soon as forces arrive at employment bases. JOPES notional sustainment, however, is artificially constrained to provide sustainment only after PWRMS are depleted. The PWRMS cutoff day depends on the pre-positioning policy for a given class of supply.

16.12.3. Sustainment planning factors are based on anticipated wartime consumption rates for each class of supply. If actual wartime requirements and sourcing data can be developed by class of supply for a given OPLAN, estimated wartime consumption rates and notional factors are not used. An example of the approach to development and use of actual requirements in lieu of notional factors is presented in Paragraph 16.12.4. below which addresses sustainment planning for air munitions, tanks, racks, adapters, and pylons (TRAP).

16.12.4. Air munitions and TRAP planning has been facilitated through the use of the wholesale supply system capability to support actual time-phased requirements. To quantify movement requirements of an OPLAN, specific air munitions and TRAP requirements are separately developed by the applicable Air Force component. When specific air munitions and TRAP requirements are developed by required delivery date, information necessary to source the munitions and TRAP is provided to the appropriate commodity manager (ACP Hill or SMCA at Rock Island, IL), in the proper format, by the AF component command. Since actual time-phased air munitions and TRAP requirements can be forecasted, notional factors are not used for air munitions and TRAP sustainment class VA VIII. Notional factors are still required to support LOGSAFE and crisis action no-plan situations when there is not enough time to source actual wartime requirements.

16.12.4.1. Air munitions requirements computation methodologies are outlined in the Nonnuclear Consumables Annual Analysis, Part Two, Section II.

16.12.4.2. The Precision Engagement Division (HQ USAF/XORBP) is the OPR for questions about planning strategic lift of air munitions and TRAP in wartime.

16.13. Sustainment Planning Responsibilities. The USAF Wartime Resupply Planning Factors Office (WRPFO) (AFMC/XP-AO) validates all logistics planning factors developed by Air Force and other DOD organizations. HQ USAF DCS Installations and Logistics (AF/IL) reviews these planning factors to ensure they are consistent with policy guidance. **Figure 16.1.** identifies OPRs for determining materiel consumption rates and developing factors for specific JOPES classes and subclasses of supply.

Figure 16.1. Air Force Sustainment Planning Factor Development.

CLASS/SUB-CLASS	ITEM	RESPONSIBLE AGENCY
I	Subsistence	OPR HQ AFSVA/SVOST 10100 Reunion Place, Suite 401 San Antonio, TX 78216-4139
IW	Water	OPR Air Force Civil Engineering Support Agency HQ AFCESA/CEX 139 Barnes Drive, Suite 1 Tyndall AFB, FL 32403-5319
		OCR HQ USAF/ILEOR 1260 Air Force Pentagon Washington, DC 20330-1260
II	General Support Items	OPR Air Force Wartime Resupply Planning Factors AFMC/XP-AO 4225 Logistics Avenue, Suite 11 Wright-Patterson AFB, OH 45433-5750
III	Petroleum, Oil, and Lubricants	OPR Energy Management Directorate SA-ALC/SF 1014 Billy Mitchell Blvd, Suite 1 Bldg 1621 Kelly AFB, TX 78241-5990
IV	Construction and Barrier Material	OPR Air Force Civil Engineering Support Agency HQ AFCESA/CEX 139 Barnes Drive, Suite 1 Tyndall AFB, FL 32403-5319
		OCR HQ USAF/ILEOR 1260 Air Force Pentagon Washington, DC 20330-1260
VA	Ammunition (Air)	(See Paragraph 16.12.4.)
VW	Ammunition (Ground) (1) Security Forces Air Base Defense Requirements	OPR Force Protection Battle Lab USAF/FPB 1631 Stewart Street, Suite 102 Lackland AFB, TX 78236-5255

CLASS/SUB-CLASS	ITEM	RESPONSIBLE AGENCY	
	(2) Engineering Prime BEEF and RED HORSE) ground defense requirements	OPR	Air Force Civil Engineering Support Agency HQ AFCESA/CEX 139 Barnes Drive, Suite 1 Tyndall AFB, FL 32403-5319
		OCR	HQ USAF/ILEOR 1260 Air Force Pentagon Washington, DC 20330-1260
VI	Personal Demand Items	OPR	Headquarters Army and Air Force Exchange Service HQ AAFES/PL 3911 S. Walton Walker Blvd Dallas, TX 75266-1598
VII	Major End Items	OPR	Air Force Wartime Resupply Planning Factors Office (WRPFO) AFMC/XP-AO 4225 Logistics Avenue, Suite 11 Wright-Patterson AFB, OH 45433-5750
VIIJ	TRAP	OPR	(See Para 16.12.4)
VIIIX	Aircraft Engines	OPR	HQ Air Force Materiel Command SA-ALC/LR 485 Quentin Roosevelt, Suite 11 Kelly AFB, TX 78241-6427132
VIII	Medical Materiel	OPR	Headquarters United States Air Force HQ USAF/SGXR 170 Luke Avenue, Suite 400 Bolling AFB, Wash DC 20332-5113
VIIIA		OCR	Air Force Medical Logistics Office AFMLO/FOCW 1423 Sultan Street Fort Detrick, MD 21702-5006
VIIIB	Blood	OCR	Headquarters United States Air Force HQ USAF/SGXR170 Luke Avenue, Suite 400 Bolling AFB, Wash DC 20332-6188

CLASS/SUB-CLASS	ITEM		RESPONSIBLE AGENCY
IX	Repair Parts (less medical peculiar repair parts)	OPR	Air Force Wartime Resupply Planning Factors (WR-PFO) HQ AFMC/XP-AO 4225 Logistics Avenue, Suite 400 Wright-Patterson AFB, OH 45433-5750
O	Mail	OPR	Military Postal Service Agency MPSA-PP Hoffman Bldg, Room 814 Alexandria, VA 22331-0006

16.13.1. HQ USAF Responsibilities:

16.13.1.1. AF/ILXX provides policy and guidance for managing sustainment planning factors, coordinating proposed sustainment policy changes at HQ USAF, maintaining liaison with the Joint Staff, and coordinating proposed changes in joint operation planning concepts with affected Air Force agencies.

16.13.1.2. The Director of Supply (HQ USAF/ILS) approves changes to US Air Force supply data files.

16.13.2. HQ AFMC Responsibilities. The Chief of AFMC Operations Office (XP-AO) maintains a USAF Wartime Resupply Planning Factors Office (WRPFO) that is the Air Force central manager for development, validation and dissemination of sustainment planning factors. This office provides planners with approved sustainment planning factors for determining logistics support strategic lift requirements based on force structure, length of generation, and other scenario conditions. The WRPFO:

16.13.2.1. Provides functional guidance relative to use, development, computation, validation, and management of sustainment planning factors.

16.13.2.2. Coordinates sustainment planning factor policy decisions.

16.13.2.3. Keeps affected agencies informed on proposed planning factor program changes.

16.13.2.4. Maintains liaison with the respective Air Force collateral managers of classes and sub-classes of supply (see **Figure 16.1.**) and other military services and DOD agencies involved in development and use of sustainment planning factors.

16.13.2.5. Documents lessons learned and maintains audit trails on methods, rationale, and data sources used for development of planning factors.

16.13.2.6. Functions as the lead Air Force activity for updating sustainment planning factors.

16.13.2.7. Validates all Air Force sustainment planning factors prior to their inclusion in the Logistics Factors File (LFF) in JOPES.

16.13.2.8. Transmits sustainment planning data for the Air Force per Joint Pub 1-03.16 (to become CJCSI 3150.12).

16.13.2.9. Develops new methods and ADPS capabilities to improve data collection and computation of sustainment planning factors.

16.13.2.10. Interacts with other military services, DOD organizations, Air Force MAJCOMs, and agencies for data exchange to support existing and improved methods for sustainment planning factor development.

16.13.2.11. Acts as the focal point for developing the capability to link sustainment requirements with wholesale item asset availability.

16.13.2.12. Verifies consumption factor updates to the JOPES Logistics Factors File (LFF).

16.13.3. MAJCOM Responsibilities. The MAJCOMs:

16.13.3.1. Assist the WRPFO in computing Air Force sustainment planning factors, in logistics data collection, ADPS development for sustainment planning factors, and interface of ADPS with existing MAJCOM logistics capability assessment models.

16.13.3.2. Provide information to the WRPFO on factor use during field training and command post exercises, operational readiness exercises, JOPES processes, and real-world deployments and employments.

16.13.3.3. Provide quantified rationale for changing Air Force factors during TPFDD refinements.

16.13.3.4. Keep the WRPFO apprised of anticipated changes in environmental conditions, theater policies, operational concepts, or mission requirements that may influence planning factors.

16.13.3.5. Provide annual theater multiplier updates to the WRPFO as requested.

16.13.4. Offices of Primary Responsibility. Each DOD agency and Air Force activity which develops sustainment planning factors:

16.13.4.1. Develops methods for logistics data collection and factor computation.

16.13.4.2. Coordinates all sustainment planning factor improvement efforts with the WRPFO.

16.13.4.3. Provides annual updates with computational methodologies, rationale, and supporting documentation to the WRPFO by the end of July. After validation, WRPFO inputs the updated factors to the LFF per Joint Pub 1-03.16 (To become CJCSI 3150.21).

16.13.4.4. Informs the Air Force WRPFO on proposed policy changes relative to commodity management, authorization tables and wartime consumption factors affecting sustainment planning factors.

16.14. JOPES Classes and Subclasses of Supply. The classes and subclasses of supply are outlined in Joint Pub 1.03.16 (to become CJCSI 3150.12), Non-unit-related Cargo Supply Class Codes, which is reprinted in AFM 613-1, Volume 1, Part One, Chapter 1, Attachment A-1, Classes of Supply. To effectively develop planning factors and to disseminate them to users, Air Force items must be related to a JOPES class or subclass of supply. The WRPFO is the Air Force agent responsible for developing policies, procedures, and ADPS capability for converting and updating the Air Force class and subclass of supply file. HQ USAF Supply (HQ USAF/ILS) approval is required before any changes to US Air Force supply data requirement files are made. Maintenance of Class of Supply Reference Data in AFM 613-1 is assigned to HQ AFMC Directorate of DCS, Logistics (LG).

16.15. Theater Multipliers:

16.15.1. Basic Air Force sustainment planning factors may need to be adjusted for specific theater concept of operations, environmental conditions (climatic or topographic), intensity of combat, duration of operation, mutual support agreements with allies, host nation support, and other in-theater conditions.

16.15.2. Sustainment planning factors for classes of supply are determined using either estimated wartime consumption rates or more definitive usage data on file. The Air Force component identifies to the WRPFO those theater conditions which may necessitate deviation from the basic Air Force sustainment factors. The WRPFO uses these conditions to develop theater multipliers for the affected classes of supply.

16.15.3. Air Force components (USAFE, PACAF, CENTAF, and SOUTHAF) provide the WRPFO annual updates of numeric JOPES theater multipliers. Examples of conditions warranting a different theater multiplier include POL consumption rates differing from the norm for systems operating in extremely cold climates or variances in subsistence requirements for personnel functioning in extremely cold or arid environments. Theater multipliers are documented in the JOPES Logistics Factors File.

16.16. Planning for Retrograde Movement of Cargo:

16.16.1. Using guidance in the Logistics Supplement to the JSCP, unified and component commanders identify requirements for the use of opportune airlift and sealift to move cargo out of theater, for example, to repair facilities in CONUS or off-shore. (See AFMAN 10-401, Volume II, Paragraphs A5.8.3.1. through A5.8.3.9.)

16.16.2. Air Force component commanders will identify the Air Force retrograde concept of operations to be used by all Air Force units deployed to the theater in the logistics annex to each OPLAN.

16.17. Wartime and Contingency Responsibilities of MAJCOMs and AFCCs.

16.17.1. Establish a Logistics Readiness Center (LRC) or similar function, if appropriate, to carry out combat support activities with the essential communications links.

16.17.2. Interpret implemented plans and assist in preparation of new OPLANs and CONPLANs.

16.17.3. Coordinate wing deployment actions, activities and resolve problems.

16.17.4. Validate all command-level taskings through the logistics functional staff.

16.17.5. Compile logistics inputs for the commander's Situation Report (SITREP). Maintain status of critical resources.

16.17.6. Assist in development and delivery of the Logistics Situation Briefing to the commander's Battle Staff/Crisis Action Team.

16.17.7. Monitor TPFDD execution and beddown of personnel and assets as they arrive at their employment site.

16.17.8. Ensure WRM release activities are accomplished according to AFI 25-101 (formerly AFR 400-24).

16.17.9. Redistribute logistics assets within the command as required.

16.17.10. Assist in the preparation, review, and coordination of logistics reports. The majority of logistics reports, such as Emergency Action Reporting for Logistics Action Reprogramming (EARFLAP) or Petroleum Damage/Deficiency Report (REPOL), will be prepared by other functional team members. The Logistics Plans Controller should review and coordinate the reports for the LRC or similar function. This includes all applicable host country and theater unique reporting requirements (such as those required in NATO by the Logistics Reporting Directive 80-50 series).

16.17.11. Expedite the resolution of logistics problems. Identify and up-channel valid logistical shortfalls and limiting factors (LIMFAC) as they occur and follow up on efforts to resolve problems. Shortfalls and LIMFACs should be reported and included as an action item on the SITREP.

16.17.12. Validate interservice and host nation support arrangements, when appropriate.

16.17.13. Establish a redeployment cell to manage the orderly redeployment of forces, when required.

16.17.14. Provide appropriate input to after-action reports.

16.18. Logistics Planner Responsibilities. A primary responsibility of the logistics planner is combat integration. Combat integration is the process of systematically applying all available resources in the most efficient manner to provide for the full range of support needed to effectively apply combat power. This entails assessing immediate needs and matching support resources to sustain combat operations. Specific responsibilities include:

16.18.1. Logistics Command and Control (LOG C2). LOG C2 is the orderly and efficient direction and application of logistics resources. It performs the following functions:

16.18.1.1. Establishes communication with higher headquarters, host base, home station, and between the deployed location and all other functional areas at the employment location to ensure the rapid flow of information. This is critical to establish initial control of deployed resources and determine on-scene capability to respond to rapidly changing situations. Command and control of the support infrastructure is paramount to successful combat support.

16.18.1.2. Assists in the preparation, review, and coordination of logistics reports, including the SITREP and Status of Resources and Training (SORTS). The majority of logistics reports, such as EARFLAP or REPOL, will be prepared by functional offices of primary responsibility (OPRs). The logistics planner should review and coordinate on all reports to be fully informed of all logistics shortfalls and requirements.

16.18.2. Planning and Execution. Planning and execution is the activity of identifying and implementing the specific actions and identifying and applying resources required to support combat operations. It involves the following:

16.18.2.1. Plans and oversees reception activities. Acts as the Advanced Echelon (ADVON) focal point for all combat support functions. Establishes and supervises a reception infrastructure to receive and beddown forces. Initiates site preparation, assesses support capabilities, and allocates available resources.

16.18.2.2. Conducts base support planning. Develops and updates the base support planning actions, as defined by AFI 10-404. Integrates all contingency planning for continuing home base or deployment location missions.

16.18.2.3. Plans, integrates, and executes movement actions for all base (host and tenant) organizations. Develops movement plans for forward, dispersal, evacuation and redeployment plans. Establishes an organizational infrastructure to support redeployment actions using AFI 10-403 and base support planning guidelines.

16.18.2.4. Develops and implements a deployment location draw down plan. Ensures draw down priorities are fully integrated with redeployment. Ensures all draw down actions are accomplished prior to departure when residual forces remain.

16.18.3. Sustainment. Sustainment is the application of the resources needed to maintain contingency combat capabilities from the deployment phase of operations until the return of forces to home station. This encompasses all levels of resource allocation to include manpower, procurement, resupply, and so forth. Establish an activity to integrate combat support requirements to sustain combat operations. This activity will:

16.18.3.1. Integrate combat support activities into a unified and responsive operation. As a principle coordinator for the commander and staff, maintain visibility of available resources, and assess the adequacy of combat support activities to meet operational requirements.

16.18.3.2. Resolve equipment and personnel shortfalls and LIMFACS by coordinating with higher headquarters elements.

16.18.3.3. Resolve problems and expedite resource movement.

16.18.3.4. Maintain standard system data to track and coordinate status, availability, and movement of resources. If standard systems (CAMS, CTAPS, COMPES, etc.) are either unavailable or inoperative, or if additional capabilities are warranted, develop local systems to provide this capability.

16.18.3.5. Review reports related to sustain combat support, required by applicable directives, manuals, and instructions for the theater of operations.

16.18.3.6. Administer support agreements to include interservice and international agreements. Formulate new agreements as required to sustain operations.

16.18.3.7. Coordinate and expedite host nation support, including equipment, facilities, personnel, and services, through the appropriate channels to support operations.

16.19. Policy Guidance for Logistics Planning:

16.19.1. Defense Planning Guidance (DPG).

16.19.2. DODR 4500.32, *Military Standard Transportation and Movement Procedures*.

16.19.3. Joint Pub 0-2, *Unified Action Armed Forces*.

16.19.4. Joint Pub 1-02, *DOD Dictionary of Military and Associated Terms*.

16.19.5. CJCSI 3150.14/JCS Pub 1-03.18, *Logistics*.

16.19.6. CJCSM 3150.16, *Joint Operation Planning and Execution Reporting System (JOPEsREP)*.

16.19.7. CJCSM 3150.17, *Type Unit Equipment Detail Report*.

16.19.8. CJCSM 3150.18, *Transportation Assets Report*.

- 16.19.9. CJCSM 3150.20, *Aerial Ports and Air Operating Bases Report*.
- 16.19.10. USAF WMP-1, *Logistics Annex*.
- 16.19.11. USAF WMP-3, *Part 3, Support Forces and Unit Type Codes*.
- 16.19.12. USAF WMP-4, *Wartime Aircraft Activity Report*.
- 16.19.13. USAF WMP-5, *Basic Planning Factors and Data*.
- 16.19.14. USAF Program Documents (P-Series documents).
- 16.19.15. AFM 1-1 (To become AFDD1), *Basic Aerospace Doctrine of the United States Air Force*.
- 16.19.16. AFM 2-4, *Tactical Air Force Operations -- Tactical Airlift*.
- 16.19.17. AFM 11-1, Volume I, *USAF Glossary of Standardized Terms*.
- 16.19.18. AFPAM 10-417, *USAF Deployment Management*.
- 16.19.19. AFM 75-2, *Defense Traffic Management Regulation*.
- 16.19.20. AFI 10-403, *Deployment Planning*.
- 16.19.21. AFI 10-404, *Base Support Planning*.
- 16.19.22. AFI 10-408, *Mobility for Logistics Support Forces*.
- 16.19.23. AFI 25-101, *Instructions for War Reserve Materiel*.
- 16.19.24. AFDD 40, *Combat Support Doctrine*.
- 16.19.25. AFI 16-403, *USAF Program Management of Installations and Units Data and Movement of Air Force Units*.
- 16.19.26. AFI 36-5001, *Civil Air Patrol*.
- 16.19.27. AFI 10-208, *Continuity of Operations Plans*.
- 16.19.28. AFI 21-103, *Aircraft, Missile, and Equipment Accountability*.
- 16.19.29. AFI 21-101, *Maintenance Management of Aircraft*.
- 16.19.30. AFI 21-102, *Depot Maintenance Management*.
- 16.19.31. AFR 76-38, *DOD Common-User Airlift Transportation Directive*.
- 16.19.32. AFPD 63-6, *Industrial Base Program Planning*; AFI 63-602, *Air Defense production Act Title I - Defense Priorities and Allocation System*; AFI 63-603, *Air Defense production Act Title III*.
- 16.19.33. AFI 32-3001, *Air Force Explosive Ordnance Disposal Program*.
- 16.19.34. AFI 23-201, *Fuels Management*.
- 16.19.35. AFPD 24-1, *Personnel Movement* and AFI 24-101, *Passenger Travel*.
- 16.19.36. AFPD 24-2, *Preparation and Movement of US Air Force Materiel* and implementing AFIs 24-201 (*Cargo Movement*), 24-202 (*Preservation and Packing*), and AFJMAN 24-204 (*Preparing Hazardous Materials for Military Air Shipment*).
- 16.19.37. AFPD 25-1, *War Reserve Materiel*.
- 16.19.38. AFP 76-2, *Airlift Planning Factors* (to be published as *AFP 10-1403*).

16.19.39. AFI 21-202, *Combat Ammunition System Procedures*.

16.19.40. AFI 21-206, *Global Asset Positioning Program*.

Chapter 17

CONTRACTING PLANNING

17.1. Contracting Support Requirements. Successful execution of any OPLAN generally requires contracting support to provide locally purchased supplies and services needed by the unit. Checklist instructions for this support can be found in AFMAN 10-401, Volume II, Enclosure F; OPLAN format guidance in AFMAN 10-401, Volume II, Enclosure C; and further guidance in AFFARS Appendix CC, Contingency Operational Contracting Support Program. Areas of specific concern to the contracting planner are:

17.1.1. Manpower. In order to provide adequate contracting manpower to support the unit deployment, several factors must be evaluated and compared with the tasked Unit Type Code (UTC) packages.

17.1.1.1. Generally, an aviation squadron of approximately 1500 personnel deployed to an improved site, such as a main operating base (MOB) or collocated operating base (COB), can be supported by a four person contracting package (independent core UTC package). Other established contracting UTCs provide for two person or one person elements. These smaller UTC packages will be used to support dependent UTC force modules. If UTCs are properly used, as additional aviation units arrive at a base, the contracting elements attached to those units will provide the additional contracting work force to support the increasing population.

17.1.1.2. Additional contracting UTCs are established to provide contracting support to non-aviation units. A two person UTC package will be the primary UTC building block to deploy contracting resources in contingency situation where contracting is not part of a deployed aviation squadron. Also, this UTC will be used to support unified commands' deployed forward headquarters. One two-person UTC will be planned to augment the deployed forward headquarters for every three aviation units deployed into the AOR.

17.1.1.3. Several factors need to be evaluated in determining the number of contracting personnel needed to support the unit. They include:

17.1.1.3.1. Availability of central supply and contracting support within the Area of Responsibility (AOR) at locations other than the unit deployment base. Supplement the four-person UTC with additional contracting UTC(s) when the unit will provide contracting support to other units isolated away from market sources. Consultation with the Unified Command/Air Force Staff Judge Advocate will identify pertinent international agreements, facilities, and the extent of host nation support to better ascertain current needs.

17.1.1.3.2. The amount of pre-existing facilities available at the deployed location to support unit organizations. A bare base (BB) will require more contracted support than a functioning COB.

17.1.1.3.3. Significant distance from the deployment site to contractor sources and difficult travel or communication conditions will require additional contracting manpower. (If another contracting activity closer to market sources cannot provide contracting support, additional manpower will be necessary to transact business.)

17.1.1.3.4. The existence of prepositioned supplies and preexisting service contracts or support from other contracting units will reduce the manpower requirement for the office so long as these are made available to the unit in a timely fashion.

17.1.1.3.5. The extent of host nation support provided directly to the unit will affect the contracting workload.

17.1.2. Time Phasing. The time phasing of the contracting-related UTCs in relation to other unit personnel is critical. Contracting can only function effectively in areas where conditions permit generally secure access to suppliers and the local market. Where such conditions are expected, and in order to provide essential contract support when needed, adequate contracting personnel must deploy with the first echelon and depart with the last echelon. The contract planner must address three critical issues:

17.1.2.1. Contracting UTCs must be included in the Time-Phased Force Deployment Data (TPFDD) with the earliest deployment package. Where the entire contracting team cannot be deployed early, at least the lead member of the team should be deployed to be present at the destination of the aviation unit prior to or on the same day the lead unit is to arrive.

17.1.2.2. Contracting officers need paying agent support throughout the deployment.

17.1.2.3. Contracting officers need immediate transportation, communication, and office equipment support upon arrival at the destination in order to provide initial beddown support for the unit.

17.2. Contracting Procedures. In order to provide effective and immediate contracting support, contracting procedures for supported units at the deployment site should be precoordinated, where possible, to include the following:

17.2.1. Identification of key user personnel that will interface with contracting personnel. Once identified, these key personnel should be trained in funds accountability, purchase request validation, purchase acceptance, quality assurance, and any delegated purchasing authority procedures.

17.2.2. Identification of participants in the unit-level Financial Management Board, if applicable.

17.2.3. Identification of facilities for the contracting office and delivery sites for users, if that can be predetermined from site survey information.

17.2.4. Communications procedures adapted to existing telephone availability on base, off-base line access, priorities for telephone usage (if necessary), and radio network availability. *NOTE:* It is essential to coordinate and prioritize these communications requirements with the supporting communications squadron well in advance of the deployment. That unit should have a support plan to supplement the OPLAN, and coordination of these requirements with that plan will go a long way toward making sure that the Contingency Contracting Officers (CCOs) have the necessary communications support at the deployment site.

17.2.5. Identification of the Finance Officers tasked to provide paying agent support to the CCOs.

17.2.6. Identification of any personal security requirements of CCOs during off-base contracting trips and coordination with the support Weapons System Security Flight, if necessary.

17.2.7. Identification of all equipment needed by CCOs to carry out their duties (see AFMAN 10-401, Volume II, Appendix 11 to Annex D). *NOTE:* It is essential to coordinate these requirements with the logistics group commander or equivalent logistics support manager at the earliest date possi-

ble, to establish priorities and ensure the requirements and priorities are included in the Table of Allowances or other type master equipment listing for the deployment.

17.2.8. Identification of all support services that will be needed by CCOs at the site, such as interpreters, local national drivers, or other support required by circumstances at the deployment location.

NOTE: Coordination with the logistics support functional area manager and the establishment of priorities and time-phasing for these needs are essential.

17.2.9. Identification of contractors that perform essential contractor services. Contracting activities will attempt to secure reasonable assurance that these contractors will continue to perform these services during crisis situations and will coordinate with the commanders relying on these contractors to transition from peacetime to contingency operations.

17.3. Activities Relying on Essential Contract Services. The commanders and functional areas relying on contractor support shall take action in accordance with DOD Instruction 3020.37 to:

17.3.1. Review contractor services annually to include new and existing contracts to determine which services will be essential during crises and include appropriate provisions in statements of work furnished to the contracting office.

17.3.1.1. Identify essential services in statements of work.

17.3.1.2. Include provisions for contractor contingency plans to provide reasonable assurance of continued performance during crises.

17.3.1.2.1. Name, address, and phone number of contractor performing the service.

17.3.1.2.2. Number of contractor employees and equivalent man-years required to perform essential services.

17.3.1.2.3. Plans for retaining or replacing employees performing essential services, including those having mobilization recall commitments.

17.3.1.2.4. Plans for contacting employees and responding to crisis conditions, including the contractor's concept of operations to perform essential services requirements under the contract. Required hours of operation during the crisis and procedures for notifying a contractor such duty hours are in effect must be considered.

17.3.1.2.5. Number of dependents of designated-essential contractor employees to be included in overseas evacuation plans or procedures to rapidly identify and evacuate these persons.

17.3.2. Conduct an annual assessment of the impact of unanticipated and/or premature loss of essential contractor services on the effectiveness of support to mobilizing and deployed forces. Include the results of these assessments into relevant portions of affected OPLANs.

17.3.3. Where reasonable assurance of continued contractor performance cannot be provided, include provisions in OPLANs or separate contingency plans for obtaining essential services from other sources (military, DOD Civilians, or Host Nation resources) if the contractor does not perform in a crisis situation, or accept the risk attendant with a disruption of the service during a crisis and plan accordingly.

17.3.4. Include provisions in operation or contingency plans to assume or supplement contractor-supplied essential services during crisis situations at the earliest opportunity when alternate sources can be identified (see Paragraph 17.3.3. above) to perform essential DOD contractor services.

17.3.5. Handle information on essential contractor employees overseas as sensitive data. It will be appropriately marked and safeguarded under the direction of the contracting officer and released only to authorized personnel.

17.3.6. Provide for the retention of contractor employees in contracts supporting FMS requirements. Activities managing FMS programs will follow the above procedures as practicable in planning for retention of essential contractor personnel in a crisis.

17.3.7. Provide information on contractor-employee benefits due to war exigencies, in writing, to all affected contractor employees (per DOD Instruction 3020.37, Construction of Essential DOD Contractor Services During Crisis, paragraph F.9).

Chapter 18

COMPTROLLER PLANNING

Section 18A—General Guidance and Concepts

18.1. General Planning Guidance. Financial management during wartime is just as important, if not more important, than in peacetime. The need to support operational contracting, track costs, pay bills, and submit budgets will still exist. Some basic concepts must be understood and used in planning for wartime comptroller requirements. For example, Congress will modify but will not suspend financial management and accountability responsibilities of commanders and their staffs. Requirements for careful financial management of national and personal assets will exist and continue to grow during sustainment. Comptroller support will initially focus on disbursing funds to purchase supplies and services from the local economy during force buildup then will later develop normal levels of routine service with Comptroller capabilities not directly supporting mission needs. Customer service levels can be expected to expand to full wartime financial support during sustainment for supplies and services from the local economy, partial payments to military members and cashing checks as required. All wartime locations, regardless of size, which are not peacetime main operating bases (MOBs) will be aligned with an established MOB for initial comptroller and disbursing agent support. Supported commands will assume responsibility for funding operations and sustaining comptroller support as soon as possible. To the maximum extent possible, established lines of communications should be used to support contingency and wartime activities. Comptrollers must plan support for actions necessary to mobilize, deploy, receive, beddown, employ, and sustain US military forces.

18.2. Specific Comptroller Planning Guidance. Comptroller wartime and contingency planning guidance is provided in Annex N of the USAF War and Mobilization Plan, Volume 1 (WMP-1). WMP-1 provides MAJCOMs, Field Operating Agencies (FOAs), Direct Reporting Units (DRUs), and HQ USAF and Secretariat staff agencies a consolidated reference source for general policies and guidance concerning mobilization planning and the support of combatant forces in time of war. MAJCOMs are authorized to extract and reproduce those unclassified portions of the WMP essential to the mission of their command. Subordinate units may be furnished only those extracted portions which are essential to the discharge of their mission, or are required in the development of plans. All levels of command are directed to use AFI 10-213, Operations Under Emergency Conditions. Contingency real-time guidance requirements and conflicts in guidance between planning documents will be addressed to SAF/FMPC, Directorate of Comptroller Support, 1130 Air Force Pentagon, Washington DC 20330-1130.

18.3. General Planning References. Comptroller and operations planning must be done in concert to identify and refine support requirements and solve problems. The comptroller community must coordinate and communicate with other functional communities which interface with, support, or are supported by financial services, financial analysis activities, and/or the Defense Finance and Accounting Service. Comptroller planners at all levels of command must review and understand planning guidance provided to functional staffs to minimize disconnects and problems. Following is a list of publications that should be reviewed to become familiar with a variety of areas important to planning.

18.3.1. Available through publication distribution channels:

18.3.1.1. AFPD 10-4, *Operations Planning*.

- 18.3.1.2. AFR 65-5, *Cost and Economics*.
- 18.3.1.3. AFI 38-204, *Programming USAF Manpower*.
- 18.3.1.4. AFI 36-507, *Mobilization of the Civilian Workforce*.
- 18.3.1.5. AFR 40-190, *Emergency-Essential (E-E) Program*.
- 18.3.1.6. AFR 45-1, *Purpose, Policy and Responsibilities for Air National Guard and Air Reserve Forces*.
- 18.3.1.7. AFR 70-7, *Contingency Operational Contracting Base Procurement Emergency Support Program*.
- 18.3.1.8. AFR 170-6, *Comptroller Activities, Functions, and Responsibilities*.
- 18.3.1.9. AFR 177-16, *Administrative Control of Appropriations*.
- 18.3.1.10. AFI 10-212, *Air Base Operability*.
- 18.3.1.11. AFI 10-213, *Comptroller Operations Under Emergency Conditions*.
- 18.3.1.12. AFI 32-4001, *Disaster Preparedness Planning and Operations*.
- 18.3.1.13. AFI 65-601, *USAF Budget Guidance and Procedures*.
- 18.3.1.14. AFM 177-370, *USAF Standard Base-Level Accounting and Finance System H069/BQ Users Manual*.
- 18.3.1.15. AFM 177-373, *Joint Uniform Military Pay System*.
- 18.3.1.16. AFMS 1500-1530, *Comptroller Manpower Standards*.
- 18.3.2. Distributed as required:
 - 18.3.2.1. Command Plans Summary (Condensed reference of command war/contingency plans).
 - 18.3.2.2. Emergency Action Procedures of the USAF (EAP-USAF).
 - 18.3.2.3. Joint Federal Travel Regulation.
 - 18.3.2.4. Joint Plan for DOD Noncombatant Repatriation.
 - 18.3.2.5. USAF Joint Emergency Evacuation Plan (JEEP).
 - 18.3.2.6. USAF Program (PD) Bases, Units, and Priorities.
 - 18.3.2.7. USAF War and Mobilization Plan (Multiple Volumes).
 - 18.3.2.8. AFP 65-110, *Deployed Agent Handbook*.

Section 18B—Planning Comptroller Support.

This guidance provides a framework to assist in the development of comptroller support for an OPLAN and should not be considered as all-inclusive. Do not feel bound by the existing guidance in WMP-1, Annex N. The objective is to develop an OPLAN that works best in your theater of operation and Area of Responsibility (AOR). The comptroller OPLAN appendix should clearly communicate all essential information to supporting commands. (see AFMAN 10-401, Volume II, Appendix 3 to Annex E). To this end, active support and involvement of financial analysis and financial services staffs is essential.

18.4. Data Processing and Communications. The Air Force goal is to develop deployable data processing and communications support through the use of available technology. As front end processors for DFAS infrastructure systems, both Air Force and other Services' deployable battlefield systems will, upon DFAS implementation of the standard accounting classification and standard accounting procedures which support deployed activities, provide state-of-the-art access to DFAS supporting activities such as local national payroll, assistance-in-kind reporting, prisoner of war/reward payments, centralized cost accounting, the Standard Materiel Accounting System and the Standard Base Supply System, International Balance of Payments, Security Assistance, Foreign Military Sales, and future systems relying on field reporting. The DFAS has responsibility for administering centralized cost consolidation, billing, and reimbursement distribution functions in support of contingency operations and will provide reporting activities with reporting and coding instructions, transmission links, points of contact, and other related information necessary to ensure accurate and timely reporting of contingency costs and outlay. Due to the relatively low priority of transmitting financial data during mid- to high-intensity war, sophisticated telecommunications support may be unavailable for the comptroller mission due to the tremendous volume of higher priority tactical and strategic communications requirements. Plan for the availability and use of such communications, but backup transfer of data by courier or mail on floppy disks or hard copy must also be considered a common requirement. Established peacetime communication systems such as Digital Data Network (DDN), satellites, and dedicated commercial lines will be used to the maximum extent available.

18.5. Concept of Operations (CONOPS). The objective of a comptroller CONOPS is to establish a statement, in broad outline, of a comptroller's assumptions or intent in regard to providing combat service support for an operation or series of operations. The concept should give an overall picture of the operation. The CONOPS should address comptroller support to operational contracting in the initial stages the comptroller support needed during the pre- and early stages of a conflict and how comptroller functions will support the prosecution of the war effort on a sustained basis. CONOPS should note that the deployment and employment of comptroller personnel should be limited to comptroller support to operational contracting in the initial stage independent and dependent CORE UTCs through day ____ (C+10, C+20, C+30, C+60, C+90, etc.).

18.6. General Assumptions . Refer to the operational assumptions associated with your OPLAN and support them. List those which are unique and those which directly impact comptroller requirements.

18.7. Functional Assumptions. Refer to WMP-1, Annex N for functional assumptions which may be applicable to your OPLAN and not included in the Basic Plan. Include the following as necessary:

18.7.1. Funding will be sufficient (essentially unlimited) to attain US objectives; however, budget data will be required to support the President's "annual" budget submission to Congress.

18.7.2. Reporting and recording of wartime expenditure of funds will be required by Congress and the US Treasury Department and will be adequately supported for remote reporting by DFAS centers and operating locations. Accounting for wartime expenditure of funds will be required by Congress and the US Treasury Department.

18.7.3. US military and civilian forces will continue to be paid earned entitlements during wartime. Local national employees will also expect timely payment of earned entitlements.

18.7.4. Local contractors will expect to receive timely payment for goods and services (in cash during the early stages of war) procured on behalf of the US Government.

18.7.5. Comptroller services will be essential in executing Host Nation Support Agreements, Status of Forces Agreements, or other similar government agreements which result in a financial transaction involving the US Government. Consultation with the Unified Command/Air Force Staff Judge Advocate will identify pertinent international agreements, facilities, and the extent of host nation support to better ascertain current needs.

18.7.6. In-place dependents of US military and civilian employees, tourists, retirees, and other designated individuals will be evacuated under a Non-Combatant Evacuation Order (NEO) issued by the State Department.

18.7.7. Comptroller organizations should be prepared to accomplish wartime functions in a manual, off-line mode

during the temporary failure of electrical power, automated data processing equipment, or communications support. During sustained operations, most capabilities available in CONUS will be available at deployed locations.

18.7.8. The hours of operations will be determined by the commander. However, some comptroller personnel will be on "standby alert status" to provide 24-hour emergency financial services.

18.7.9. Comptroller personnel will be tasked to guard funds and other negotiable instruments during alarm system failure, in the absence of alarm systems, when the intrusion alarm system is down, in the absence of an intrusion alarm system, or when security force personnel are not available. Additionally, Comptroller personnel will act as armed escorts for fund transfers unless specifically relieved of this responsibility by a memorandum of agreement with security forces.

18.7.10. Every wartime beddown location will require funding authority and some level of Comptroller support. Plan for support ranging from full disbursing agent operations to a paying agent or imprest fund operation according to need.

18.7.11. Every wartime beddown location will require US and foreign currency to support base operations. Unless otherwise identified, the supported in-theater command will supply all required currency.

18.7.12. There will be no replenishment of US coin to overseas locations.

18.7.13. Some locations may use US and foreign currency checks for the procurement of goods and services. US Treasury checks may not be used for payroll purposes and will not be forwarded to the theater from the CONUS. Unless otherwise identified, the in-theater command will preposition and maintain any required US or foreign currency checking accounts necessary to support wartime only locations.

18.7.14. Personnel from the other Services, military and civilian, will be supported to the maximum extent possible for making partial or casual payments, cashing checks, making travel advances, and making accommodation exchanges.

18.7.15. Main operating bases (MOBs) will support collocated operating bases (COBs). Support of COBs will result in a significant increase in MOB workload.

18.7.16. Local national and US civilian employees personnel may or may not continue to report to work.

18.7.17. As air mobile forces committed only to Financial Management activities during wartime, Comptroller personnel must be prepared to support other service requirements in the conduct of joint operations. Appropriate coordination must be effected through the appropriate theater command comptroller.

18.8. Theater-Unique Items . The following instructions and questions are intended to promote your staffing on substantive issues. The answers should provide a basic CONOPS and OPLAN framework for your theater of operations. In developing your theater CONOPS, do not be constrained by the current guidance in WMP-1, Annex N; evolve a comptroller wartime CONOPS that supports your theater.

18.8.1. Define Wartime Locations. Determine the number of locations that must be supported upon execution of your OPLAN. Understand the scenario by reading the Basic Plan. Your MAJCOM XP or DO OPLAN monitor can provide you a Population Summary (POPSUM) by wartime location and access to classified plans you must study.

18.8.2. Determine Location of Comptroller Personnel. Based on your CONOPS, determine the war-time beddown locations that will need or have comptroller staff, Financial Analysis, and Financial Services personnel permanently assigned during surge and sustained operations. Correctly identifying the theater comptroller wartime organizational structure is extremely important since the most difficult functional issues will be associated with providing comptroller support to locations without comptroller personnel permanently assigned. Determine what type of on-site or MOB support will be required (disbursing agent operation, paying agent, imprest fund cashier, budget function, cost representation, comptroller staff, or circuit rider) based on the mission or population at a location. See AFMD W15XXB, Atch 1, *Comptroller Wartime Manpower Standards*, for manpower sizing guidelines.

18.8.3. Determine how many US civilian employees working in the comptroller and other functions will be required to stay in place at the MOB and how their payroll requirements will be handled.

18.8.4. Determine if local national civilian personnel in the comptroller and in other functions will continue to report for duty and, if so, what percent will continue to report. This information may be available from Status of Forces Agreements or through intelligence sources. This will be important when determining sustainment requirements and backfill from the CONUS.

18.8.5. Align all non-MOB locations with a MOB for initial and/or sustained support. Include as Tab A to Appendix 3 Annex E, a classified alignment listing of MOB and non-MOB locations.; include all locations regardless of size and use location and geographic location code (GEOLOC). Indicate initial and sustained lines of communications for comptroller support. In making your alignments, it is important that you consider how Comptroller dependent functional areas or organizations, such as contracting and supply, are being aligned.

18.8.5.1. The Defense Finance and Accounting Service (DFAS) is responsible for administering centralized cost consolidation, billing, and reimbursement distribution functions in support of contingency operations and must provide reporting activities with reporting and coding instructions, transmissions links, points of contact, and other related information necessary to ensure accurate and timely reporting of costs. Will communications capabilities be able to support field reporting to DFAS operating centers via the Automated Battlefield System or other telecommunications

devices? Where will DFAS accounting support be provided? Will it be centralized or through an operating location? Has DFAS provided necessary systems access? Can DFAS systems be accessed through remote dial-in to the home station local area network? Does Center or OPLOC dial-in capability exist? Where will materiel accounting be accomplished?

18.8.5.2. Disconnects in alignments could result in the base support funding authority coming from one supporting comptroller organization while the contracting and supply data is flowing to another main operating base for reporting, processing, and accounting of transactions.

18.8.5.3. Unified Commands should consider the feasibility of aligning wartime beddown locations to one or more specific supporting comptroller organizations in the CONUS when a smaller Comptroller team is posted to a COB not sourced under home station sourcing procedures. For USCENTAF: Consider the feasibility of aligning wartime beddown locations to one or more specific supporting comptroller organization in the CONUS.

18.9. Determine Funding Policy . Under the CONOPS, determine how every wartime location will obtain the initial (C+1) funding authority needed to procure emergency base support services and materiel. How initial funding is obtained is important to know; in many cases it will determine the way in which units and lines of communications are established as well as the workload of supporting organizations and subordinate units. Supported commands should make arrangements in advance if at all possible.

18.9.1. Determine where the supported command funding authority will come from and how it will be provided. Determine who provides funding authority and how it will be delivered.

18.9.2. The designated position where the funding authority will reside should determine who will maintain the funding authority when comptroller personnel are not assigned or available on day C+1. Is it the commander, paying agent, contracting officer, or some other individual? The designated individual or function will need to be identified in the comptroller portion of the supporting plan for the appropriate base. The theater CONOPS should provide guidance in this area.

18.9.3. Determine how each location will obtain funding authority after the initial funding document is received. Plan this into the sustainment phase of the war. Unified Command Comptrollers (supported command) will determine at what point disbursing agents will make a final turn-in to CONUS organizations or when the Unified Command will assume continuing funding responsibility. For USCENTAF: Determine at what point disbursing agents will make a final turn-in to CONUS organizations and USCENTAF will assume continuing funding responsibility.

18.10. Delivery of US and Foreign Currency . The CONOPS should specify how every wartime location will obtain the initial (C+1) US and foreign currency needed to procure emergency base support services and materiel. Supported commands should make arrangements in advance if at all possible. It is assumed the disbursing agent will establish local funding arrangements to provide currency when permanent disbursing agent operations are established at a location.

18.10.1. Determine how each location will obtain US and foreign currency from the supported command after the initial beddown.

18.10.2. Determine the initial US and foreign currency requirements for each location and whether they will be available within the theater. Determine who will provide the currency. If the supporting command must bring US or foreign currency into a location during deployment, then the CONOPS must provide appropriate guidance so the requirement is identified by base-level planners.

18.10.3. Unified Commands FOR USCENTAF: Determine the point at which the disbursing agent will make a final turn-in to CONUS organizations or when the Unified Command will assume continuing funding responsibility and CENTAF assume ongoing cash replenishment responsibility.

18.11. Use of US and Foreign Currency Checks . Under your CONOPS, determine which locations will use US and foreign currency checks to pay for goods and services procured.

18.11.1. Determine whether each MOB will use US or foreign currency checks and if there is a need to preposition these accounts. If so, determine what currencies are required.

18.11.2. Determine whether any or all of the other locations within your theater use US or foreign currency checks. If so, a determination must be made regarding whether they should be pre-positioned and what currencies must be available. Also determine if one Limited Depository Account can serve more than one location.

18.11.3. Determine who will establish and maintain any required accounts for wartime-only locations. Supported In-theater commands must establish requirements and maintain or assist in gaining pre-positioned accounts for supporting commands.

18.12. Determine How Locations Without Comptroller Personnel Will be Supported. Decide who will maintain currency for the location and effect such actions as supporting operational contracting, paying vendors for goods and services, making miscellaneous payments to personnel, making accommodation exchanges of foreign currency, and other needed financial support. If a comptroller resource is not programmed for deployment to a location or will not be available during the early stages of a war, decide who will maintain currency for the location and effect such actions as paying contractors for goods and services, paying the troops, making accommodation exchanges of foreign currency, paying travel advances, and other needed financial support.

18.12.1. Consider having one 6F070 or 6F052 deploy to some smaller locations where the combination of population and required support indicates that full-time utilization in comptroller functions warrant a comptroller resource. Under such a concept, problems associated with providing basic financial support are reduced or resolved. Will it be a dual-hatted individual appointed as an impressed fund cashier and paying agent?

18.12.2. Giving funds to a contracting officer, fund cashier, or paying agent does not seem to provide the scope of financial support needed. It may be beneficial to have at least one 6F070 or 6F052 deploy to some smaller locations where the combination of population and required support indicates full-time utilization in comptroller functions warrant a comptroller resource. Under such a concept, problems associated with providing basic financial support are reduced or resolved.

18.13. Determine Deployment of Personnel During Surge . Determine how comptroller personnel will be deployed to support surge requirements. Air Force comptroller policy is for MOBs to deploy at least one XFFA2 to every location with a population of 500 or more. Maximizing the use of in-theater comptroller personnel from MOBs to COBs:

18.13.1. Ensures that non-MOB locations are provided the needed financial support in the early stages of an action.

18.13.2. Minimizes the early CONUS deployment of comptroller personnel to support COB requirements so as not to inordinately compete for critical early strategic airlift requirements.

18.13.3. Recognizes that comptroller personnel at MOBs will not be performing primary duties during the surge period, whether they are available or not.

18.13.4. Ensures that non-MOB locations are provided the needed financial support in the early stages of the war.

18.13.5. Recognizes that comptroller personnel at MOBs will not be performing primary duties during the surge period, whether they are available or not.

18.14. Identify Logistics Requirements. For the final theater CONOPS, identify what LOGDET requirements supplies and equipment (safes, calculators, arms, instructions, etc.) are required to support each location. Decide who will provide kits, procure and maintain these items, whether they are to be prepositioned or brought in when needed, and how they will be replenished. Include any arms that are required to protect currency. Make allowances in the CONOPS if these weapons must be procured separate from the normal base protection function. Consult with your security planner about the type of arms required for funds security. Advance planning may be required if comptroller personnel must be armed to protect funds.

18.15. Summary. This directive guide of assumptions, questions, or areas of concern is not all-encompassing. Use your theater and functional expertise, and that of your functional experts, to further develop assumptions and questions, for example, computer support available. You need not be constrained by the assumptions listed in Annex N of WMP-1, AFI 10-213, or other published manuals.

Chapter 19

JUDGE ADVOCATE PLANNING

19.1. Mission of The Judge Advocate General's (TJAG) Department. TJAG's Department provides legal support to assist in Air Force mission accomplishment. During periods of armed conflict or other national emergency, the Department's personnel will provide legal advice and support to the Air Staff, commanders at all levels, other DOD agencies, and commanders of other services if on a joint staff. War-time and contingency planning guidance for legal activities needed to perform this mission is addressed in two basic documents. The first is the Legal Annex to the USAF War and Mobilization Plan, Volume I (WMP-1, Annex P). The other is the Civil Affairs Annex to WMP-1 (Annex R). These provide the Air Staff, major commands, Air Force components of joint commands, numbered air forces, and field operating agencies with legal policy and guidance for planning and supporting any level of conflict. In particular, it is imperative that Department personnel consult WMP-1, Annex P, to ensure that planned legal activities comport with it and that other parts of an OPLAN comply with the law. All war and contingency plans must include guidance for providing legal services at all levels of command. Planning from MAJCOM level down to base-level should view the execution of the duties in WMP-1, Annex P, paragraph 3, as those of paramount importance. In support of this principle, all Department levels must emphasize personnel planning in accordance with WMP-1, Annex P, paragraph 3b, guidance. This includes mobility preparedness for Department personnel identified for and matched against mobility positions and training them in deployment and wartime related duties. All judge advocates and paralegals should be trained to provide the full range of legal services required during mobilization, deployment, and armed conflict or other national emergency. Emphasis should be given to Department personnel identified for and matched against mobility positions and training them in deployment and wartime related duties. Essential to this preparation and training is judge advocate participation in exercises with command operational and support units, and the battle staff.

19.2. Assigning Judge Advocate (JA) Responsibilities. TJAG is responsible for controlling and supervising all USAF legal activities, the assignment of all judge advocates pursuant to Article 6, UCMJ, and building wartime augmentation requirements for Reserve Judge Advocates. The Chief, Professional Development Division (HQ USAF/JAX), is responsible for advising TJAG on appropriate officer assignments in consultation with MAJCOMs and the Chief Paralegal Manager. TJAG is responsible for advising on appropriate paralegal assignments. Plans prepared at any level of command within the USAF assign responsibility for legal support, personnel augmentation, and training that are required to support the Air Force mission. TJAG is responsible for reviewing these plans and those of any of the specified and unified commands for compliance with US and international law, directives, regulations, and policies.

19.2.1. MAJCOM Staff Judge Advocates are responsible for the following:

19.2.1.1. Preparing Appendix 4 to Annex E, Legal, for MAJCOM OPLANs and CONPLANs in accordance with this manual.

19.2.1.2. Reviewing subordinate command OPLANs and CONPLANs to ensure the legal provisions, i.e., Appendix 4 to Annex E, are complete and provide the necessary guidance to perform legal functions.

19.2.1.3. Reviewing MAJCOM OPLANs and CONPLANs for compliance with multilateral and bilateral arrangements for cooperative military action during times of tension, crisis, or war and US and international law, instructions, directives, and policies.

19.2.1.4. Implementing the training program prescribed in AFI 51-801 (formerly AFR 45-2) for Reserve Judge Advocates attached to their commands for training.

19.2.1.5. Ensuring subordinate legal offices are prepared to mobilize and deploy in support of wartime and contingency operations.

19.2.2. Subordinate Command and *Base-level* Staff Judge Advocates are responsible for the following:

19.2.2.1. Preparing Appendix 4 to Annex E for local OPLANs and CONPLANs in accordance with this manual; WMP-1, Annexes P and R; and any additional guidance provided by their MAJCOM Staff Judge Advocate and MAJCOM or subordinate command supplements.

19.2.2.2. Training of Reserve Judge Advocates attached to their offices in accordance with AFI 51-801.

19.2.2.3. Ensuring judge advocate personnel are prepared to perform wartime taskings in-place or to mobilize and deploy in support of wartime and contingency operations.

19.3. Assumptions for JA Plans. The amount of legal support will vary with the purpose and scope of the particular plan. The priority of any JA responsibility will vary depending on the location and timing of mobilization, deployment, and hostilities. Additionally, the local political situation, the number of units deployed, their strength, and the weapons systems to be employed are variables that impact support planning and required considerations. In developing legal support plans, JA planners must consider the practical aspects of what the plan and its execution require as well as the legal rules and time constraints that can be expected to affect execution. At a minimum, the following assumptions apply:

19.3.1. The command structure in a theater of operations is unlikely to duplicate that in the CONUS or in peacetime. AFI 38-101, *Air Force Organization*, contains guidance for MAJCOMs in establishing provisional units, and it should be consulted. Once a command structure is established and commanders identified in accordance with the command succession principles in AFI 51-604, *Appointment to and Assumption of Command*, designations of convening authorities and Article 15, UCMJ, appellate authorities pursuant to AFI 51-201, *Administration of Military Justice*, and AFI 51-202, *Nonjudicial Punishment*, can be undertaken in consultation with AFLSA/JAJM.

19.3.2. Many USAF personnel serve in unified and joint commands. The administration of military justice involving these personnel is governed by Joint Pub 0-2, *Unified Action Armed Forces* (UNAAF), AFI 51-201, AFI 51-202, and USAF policy. AFLSA/JAJM and the Staff Judge Advocate of the unified command should be consulted about current USAF policy and the appropriateness of establishing Air Force elements for the exercise of UCMJ authority and adverse administrative articles against USAF personnel assigned to joint and unified commands.

19.3.3. Overseas DOD employees who are also dependents of military personnel are subject to evacuation and will not be available for duty. Likewise, other DOD employees at overseas locations will probably be evacuated and be unavailable for duty.

19.3.4. Foreign national civilians who in peacetime are employed by DOD will likely not be available for duty or may be limited to mission-essential duties only.

19.3.5. As a result of paragraphs 19.3.3. and 19.3.4. above, a significant portion of the work force overseas will need to be replaced with military personnel. Paralegals will perform court reporting duties and expanded paralegal and support duties.

19.3.6. CONUS bases serving as reception and processing centers will experience increased demand for legal assistance services. Staff judge advocates must provide legal assistance services not only to the personnel undergoing deployment processing, but also to the military personnel and dependents who remain in the CONUS or in the vicinity of legal offices at overseas locations. Only non mission-related legal assistance may be reduced. Staff judge advocates should consult AFI 51-504 (formerly AFR 110-22), paragraphs 1.3 and 1.4, for further guidance on mission-related and non mission-related legal assistance.

19.3.7. Experience has shown that during wartime operations legal office workloads in legal assistance and other areas of responsibilities increase significantly. This rise in workload is particularly noted when Reserve and Air National Guard units are mobilized and deployed. Staff judge advocates must be aware of this and plan to have sufficient personnel available to meet these increased demands.

19.4. Responsibilities of Staff Judge Advocates. Staff judge advocates at each level of command must:

19.4.1. Ensure that they know those wartime functions in WMP-1, Annexes P and R and that their staffs are capable of performing those duties, which they may be called upon to execute in wartime or national emergency, and those functions specified in Annex E, Appendix 4, in any plan.

19.4.2. Ensure that all personnel under their supervision are familiar with their wartime-related duties, mobility responsibilities, deployment destinations, and the OPLANs they are supporting.

19.4.3. Ensure their manpower is sufficient to perform their wartime responsibilities using two methods. First, properly coding unit manning documents to reflect that judge advocate personnel are filling positions with wartime duties. Second, identifying manpower needs and securing sufficient personnel by establishing wartime requirements through the USAF Support Force Sizing Exercise (FORSIZE) and Wartime Manpower Planning (MANREQ) Exercise. Vigilant review of MANREQ results and validation (justification) of additional requirements during MANREQ phases are essential to ensuring proper manning support.

19.5. Legal Appendix. For compatibility with JOPES, the Judge Advocate portion of any plan is contained in Annex E (Personnel), Appendix 4, entitled, "Legal." So that functional responsibilities are discharged to conform with the Air Force organizational structure, the legal planner submits the legal appendix directly to the command planning agency that has final responsibility for preparing the OPLAN. Planners should refer to the following guidance for preparing the Legal Appendix and reviewing other parts of any plan for legal sufficiency: **Chapter 5**, **Chapter 8**, and **Chapter 9** of this manual and Appendix G (Civil Affairs) and Appendix 4 to Annex E (Legal) of AFMAN 10-401, Volume II.

Chapter 20

MANPOWER AND PERSONNEL PLANNING AND EXECUTION

Section 20A—General Concepts

20.1. Introduction and Scope. This chapter outlines Manpower and Personnel guidance on planning, executing, and supporting systems and establishes the Manpower and Personnel Annex format. Manpower and Personnel planners must play major roles in overall development of OPLANs, Time-Phased Force and Deployment Data (TPFDD), and Manpower Plan requirements data to accomplish their functional wartime deployment and employment responsibilities. Understanding and accomplishing these roles and responsibilities is crucial to ensure the primary goal of accurate real-time or near real-time force accountability is met. Force accountability and force management are accomplished as a joint effort by all readiness functions. The concepts, processes, and definitions for force management and force accountability are explained in **Section 20B**.

20.2. Overall Planning and Execution Guidance. General planning guidance for all Logistics, Manpower, Personnel, and Functional Area Managers/Unit Deployment Managers can be found in **Chapter 9** and should be reviewed before planning for any contingency operation or exercise. In a war or contingency operation there is little time to set up new support plans to correct deficiencies in pre-planned manpower and personnel requirements. Therefore, manpower and personnel policies or procedures that vary from peacetime applications must be in the hands of the users prior to the OPLAN execution. Manpower and Personnel planners at all echelons must understand these actions are to be taken on a priority basis in order to support the immediate execution of war plans.

20.3. Evaluating and Testing Planned Manpower and Personnel Support. Wartime, contingency, exercise, and emergency operations are the most severe tests of the quality of manpower and personnel wartime planning guidance. It is important the guidance be evaluated and tested before crisis action operations. Inspections and assessments are excellent ways to test the processes and procedures defined in manpower and personnel policies and procedures. Using these methods will assist in sound decision making and smooth actions during actual wartime or emergency operations.

20.3.1. Exercising OPLANs or emergency situations provides valuable insights into requirements and planning factors needed to support contingencies. Exercises can be joint, combined, major command, or CSAF-directed. Planners must use wartime guidance as much as possible. Experience gained, or problems encountered, from actions taken during operational or emergency exercises is the best basis for revising war plans.

20.3.2. After-action reports are required for all contingency operations, CJCS field training exercises, and emergency operations. Base-level Manpower/military personnel flights (MPFs) and deployed PERSCO teams must submit after-action reports as required by their Air Staff/MAJCOM functional counterparts. Manpower agencies will send an informational copy of their reports to AFMRF. Personnel agencies will submit after-action reports according to AFI 10-215. Air Staff, MAJCOM, and FOA Manpower and Personnel offices will crossflow after-action reports as necessary to address problems affecting both communities. Use the Joint Universal Lessons Learned System (JULLS) to report major problems experienced in real-world operations.

20.4. Planning and Execution Reference Documents. In addition to the guidance in this manual, these documents provide guidance in the manpower and personnel planning and execution area. The following publications are available through publication distribution channels:

- 20.4.1. AFMAN 10-401, *Operation Plan and Concept Plan Development and Implementation*.
- 20.4.2. AFH 10-416, *Personnel Readiness and Mobilization*.
- 20.4.3. AFI 10-402, *Mobilization Planning*.
- 20.4.4. AFI 10-403, *Deployment Planning*.
- 20.4.5. AFI 10-404, *Base Support Planning*.
- 20.4.6. AFI 36-2619, *Military Personnel Appropriation (MPA) Man-Day Program*.
- 20.4.7. AFI 36-507, *Mobilization of Civilian Workforce*.
- 20.4.8. AFI 38-203, *Commercial Activities Program*.
- 20.4.9. AFI 38-205, *Managing Wartime and Contingency Manpower*.
- 20.4.10. AFPAM 36-506, *Use and Administration of Local Civilians in Foreign Areas During Hostilities*.
- 20.4.11. AFM 28-740, Volume I, *Contingency Operation/Mobility Planning and Execution System (COMPES) General Information*.
- 20.4.12. AFM 28-740, Volume II, *Contingency Operation/Mobility Planning and Execution System (COMPES) Logistics Module Base-level (LOGMOD-B): A200N/ZZ Users Manual*.
- 20.4.13. AFM 28-626, *Functional User Support Manual for the Contingency Operation/Mobility Planning and Execution System (COMPES) MAJCOM Level Manpower/Personnel (MANPER) Module, Users Manual*.
- 20.4.14. AFI 36-3002, *Casualty Services*.
- 20.4.15. AFI 10-215, *Personnel Support for Contingency Operations (PERSCO)*.
- 20.4.16. AFI 10-217, *Resource Augmentation Duty (READY) Program*.
- 20.4.17. AFI 10-201, *Status of Resources and Training System (SORTS)*.
- 20.4.18. AFPD 24-1 *Personnel Movement*.
- 20.4.19. AFR 87-19, *Nonindustrial Facilities for Mobilization*.
- 20.4.20. AFM 171-130, *Base-level Personnel System: E300/VK/AC/AE/EW/PQ/PZ (PA) Computer Operation Manual*.
- 20.4.21. AFM 171-626, *War Planning, Computer Operation Manual for the Contingency Operation/Mobility Planning and Execution System (COMPES) MAJCOM Level Manpower/Personnel (MANPER-M) Module*.
- 20.4.22. AFI 10-216, *Evacuating and Repatriating Air Force Family Members and Other US Non-combatants*.
- 20.4.23. *Joint Operation Planning and Execution System (JOPES)*, Volumes 1 and 2.
- 20.4.24. JP 0-2, *Unified Action, Armed Forces*.

- 20.4.25. JP 1-03, *Joint Reporting Structure (JRS)*.
- 20.4.26. Joint Pub 1-03.18, *JRS Logistics*.
- 20.4.27. USAF WMP-1, *Manpower and Personnel Annexes*.
- 20.4.28. USAF WMP-3, *Combat and Support Forces*.
- 20.4.29. USAF Allocation of Support Forces.
- 20.4.30. USAF SRR PLAN 55, Annex G, *Manpower and Personnel*.
- 20.4.31. DCS/Personnel, HQ USAF, Emergency Actions Book (EAB).
- 20.4.32. Other Publications distributed by MAJCOMs.

Section 20B—Manpower Functional Planning and Execution

20.5. Overall Guidance. The Manpower planner has responsibilities in deliberate and execution planning and deployment execution. These responsibilities differ depending on the environment (deployment or employment) and the planning, contingency, or exercise scenario. However, the primary goal is always accurate force accountability. This is accomplished by working closely with Operations, Logistics planners, Personnel, and the Functional Area Managers (FAMs) or Unit Deployment Managers (UDMs) and understanding deliberate and execution planning, deployment execution, employment, and force management processes.

20.5.1. Force Accountability. Air Force Manpower and Personnel force accountability is the accurate accounting of all Air Force personnel and the related manpower requirements at all times regardless of their location.

20.5.1.1. Manpower requirements consists of wartime/peacetime in-place and deployment requirements for contingency execution and exercise operations. Air Force Personnel consists of Active duty, Air National Guard, Air Force Reserve, DAF Civilians, and contractors required to deploy. Manpower requirements must be stated accurately to ensure force accountability.

20.5.1.2. Accurate and real-time force accountability from a Manpower perspective depends on the following critical processes:

20.5.1.2.1. Identifying and validating requirements for peacetime operations, deployment, and base-level sustainment.

20.5.1.2.2. Ensuring good force management practices are trained and instituted as part of the Manpower wartime responsibility. Force management includes ensuring personnel at all levels of command in the deployment and employment environments have all the validated requirements pertaining to their areas of responsibility. This ensures the FAMs and UDMs can meet the needs of their functional areas and MPF can efficiently process deploying personnel, identify resource shortfalls, and accurately account for employing personnel. Force management is accomplished when resources are compared to the validated requirements to ensure personnel are where they are required, when they are required, and in sufficient quantity to accomplish the mission. Good force management ensures mission capability and minimizes waste.

20.5.2. Deliberate and Crisis Action Planning and Execution. Refer to AFI 38-205 for detailed (Manpower and Quality) M&Q policies, concepts of operation, and responsibilities. Refer to WMP-1, Annex Z, for planning cycle-specific guidance.

20.5.3. Deployment Execution. Deployment execution is the result of execution planning. In deployment execution, Manpower planners are responsible for building, updating, and distributing requirements. Also, Manpower planners are responsible for ensuring the proper classification of the plan is maintained.

20.5.3.1. During execution, the Manpower planner must assist the commanders at all levels, FAMs, and UDMs in the process of identifying the manpower requirement needs at both the deploying and employing locations. If Base-level Planning Processes have been accomplished, the Manpower planner can draw on the information identified in the planning phase as a reference for execution needs. Manpower planners must accomplish the following responsibilities:

20.5.3.1.1. Build/tailor plans per the FAM to meet the requirements necessary to deploy in support of the mission needs at the employment location(s). Although MAJCOMs will normally build and flow execution plans to the base-level Manpower planners, the base-level Manpower planners may be tasked to build plans for execution.

20.5.3.1.2. MAJCOM and Base-level Manpower planners must work together to ensure flowed plans are processed in the correct sequence (relates to sequence control numbers in base-level system). If plans are received out-of-sequence, the receiving unit must contact the sending organization/unit (usually the sending MAJCOM) for retransmission or further instructions.

20.5.3.1.3. Provide functional representatives with documents relating to current execution plan requirements. This can be accomplished by hard-copy deployment requirements manning document (DRMD) or by providing an exported extract of the plan from MANPER-B (standard system file) for use in the Deployment Management System (DeMS) component of the Integrated Deployment System (IDS) (see Chapter 3, **Figure 3.1**).

20.5.3.1.4. Maintain accurate deployment requirements in the base-level Personnel MANPER-B computer system.

20.5.4. Employment. Employment operations occur anywhere forces are used to perform their contingency mission or in support of an exercise. This includes forces performing continuing CONUS/non-combat theater missions and forces in an Area of Responsibility (AOR). The employed Manpower staff will support those locations without a Manpower planner assigned/attached. During employment operations, Manpower planners must:

20.5.4.1. Document and chart the organizational structure for each employment location. MPRCs must have organizational charts for all locations they are responsible for monitoring and assisting.

20.5.4.2. MPRCs and PERSCOs must maintain employment requirements and authorization information in COMPES MANPER systems for all installations in their area of responsibility (or as identified by the AFCC). Ensure in-place force requirements and authorizations are current and available in MDS and MANPER systems.

20.5.4.3. Make recommendations for resolution of shortages (Host Nation Support, contract, or other Service support). Consider in-theater resources first. This will minimize cost and provide

for quicker response to the need. When active-duty augmentation is needed, requirements must be identified according to the procedures established in this manual and the guidance provided by the supported CINC concerning TPFDD and Manpower Plan Requirements development and build processes.

20.5.4.4. Provide assistance, as required, to the supported commander, higher headquarters, and supporting MAJCOMs. Refer to AFI 38-205 for a more detailed discussion of Manpower execution responsibilities.

Section 20C—Personnel Functional Planning and Execution

20.6. Overall Guidance. Personnel planners must consider current policies and guidance when developing and executing operations plans. When MAJCOM-unique guidance is needed to supplement AF policy and programs, this guidance must be clearly stated in the Personnel annex. Additionally, detailed reporting instructions, report formats, classification guidance, and a list of limiting factors are critical to successful implementation. Refer to WMP-1, Manpower and Personnel Annex; **Chapter 5** of this manual; AFI 10-215; and AFI 10-403 for more detailed guidance on roles and responsibilities.

20.6.1. MAJCOM COMPES Responsibilities:

20.6.1.1. Work with FAMs to source taskings validated and built in the Manpower Plan Requirements data file in MANPER-M.

20.6.1.2. Transmit tasking information to deploying and employing locations.

20.6.1.3. Review and monitor availability of personnel resources.

20.6.1.4. Track deployment of the tasked forces.

20.6.2. Base-level (In-garrison) COMPES Responsibilities:

20.6.2.1. Update identified resources to fill unit taskings in the plans file.

20.6.2.2. Process deploying and/or employing individuals.

20.6.2.3. Project mini-record data.

20.6.2.4. Support deployed forces.

20.6.2.5. Immediately update MANPER-B software after each software release from AFPC on all MANPER-B systems.

20.6.2.6. Maintain MANPER-B hardware in an operational state.

20.6.2.7. Provide PERSCO and MANPER-B training to personnel. Use Air Force Job Qualification Standards (AFJQS) to qualify personnel to perform PERSCO and MANPER-B operations.

20.6.3. Intermediate HQ (Future Concept) COMPES Responsibilities:

20.6.3.1. Immediately update MANPER-I software after each software release from AFPC on all MANPER-I systems.

20.6.3.2. Maintain MANPER-I hardware in an operational state.

20.6.3.3. Provide training to people to operate the system.

NOTE: All levels should specifically list deployable MANPER systems and communications requirements listed in the plan. Coordinate communication requirements in Annex K (see Chapter 23, **Section 23B**) with detailed procedures.

20.6.4. Employment Location COMPES Responsibilities - Personnel Support for Contingency Operations (PERSCO):

20.6.4.1. Purpose. PERSCO Teams provide a capability to account, track, and report the duty location, status, and other key personnel information to all levels of command on deployed forces in support of contingency, war, or emergency operations. The WMP-1, Annex G, and AFI 10-215 contain PERSCO planning guidance and policy. Five different UTCs (RFBFA, RFBFB, RFBFC, RFBFE, and RFBFN) identify PERSCO Teams and RFBEQ identifies the equipment. RFBFA is designed as a "first go" UTC. RFBFB can be a "first" or "second go" UTC. RFBFC, RFBFE, and RFBFN are designed as "second go" UTCs. UTC RFBFN is specifically reserved for use by Reserve Component forces. Refer to the UTC Mission Capability Statement (MISCAP) on each team for more information. PERSCO Teams may be deployed to augment and assist the MPF Personnel Systems and Readiness Section (PSRS) in personnel accountability and processing/reporting actions on forces attached to the installation; they are not used to augment other MPF work centers. If other work centers require additional manning, the MPF Chief or Mission Support Commander must submit a PALACE TRIP request to his MAJCOM IAW AFI 10-215.

20.6.4.2. Specific objectives:

20.6.4.2.1. Accomplish personnel accountability by maintaining up-to-date strength data for all Air Force personnel deployed and/or employed in support of contingency (wartime) operations or exercises. Work with Manpower counterparts to ensure force management objectives are accomplished.

20.6.4.2.2. Provide commanders at all levels with current and projected status of their personnel resources.

20.6.4.2.3. Satisfy all Air Force and CJCS reporting requirements and accomplish reporting requirements in a timely manner according to AFI 10-215.

20.6.4.2.4. Accomplish actions that provide commanders at all levels the necessary personnel resources for sustained mission accomplishment (filler or replacement actions).

Section 20D—Manpower and Personnel Annex

20.7. Purpose and Scope. JOPES and COMPES activities are supported by combining manpower and personnel planning results into a Manpower and Personnel Annex for operation plans written at or above MAJCOM level. Manpower must work jointly with Personnel when building an annex to ensure information in the Manpower and Personnel annexes work to complement the other and responsibilities and information are not duplicated. Currently, annexes may be referred to as Personnel Annexes. During future reviews of these annexes, changes must be made to show a joint participation by Manpower and Personnel in building the OPLAN and Base Support Plan Annexes. Personnel will continue to be the OPR for the Annex and Manpower will be the Office of Collateral Responsibility (OCR). Manpower and Personnel must work together when developing Manpower or Personnel Annexes to base-level OPLANs to ensure information and responsibilities are not duplicated and all responsibilities are in the annex.

20.7.1. The Manpower and Personnel Annex includes guidance on manpower and personnel policy, procedures, management, and manpower requirements. It outlines the manpower and personnel actions required for Air Force operations and identifies factors that could limit the command's support capabilities. It defines all manpower requirements and identifies the personnel resources to satisfy them. To conform to JOPEs formats, this annex must reference certain functions other than manpower and personnel. See AFMAN 10-401, Volume II, Annex E, for format and agencies that prepare the annex.

20.7.2. When the command receives personnel resources from external sources, the manpower and personnel planners must include the commitments in the annex.

20.7.3. The annex can include more information or sections than shown in the sample OPLAN in AFMAN 10-401, Volume II; however, all sections shown in the sample must be included. If a particular section is not applicable, state so.

20.7.4. If the annex requires information that does not fall logically within the established paragraphs, other paragraphs may be added. If any of the established appendices do not apply to the plan being written, this should be noted in the applicable paragraph reference in the annex and "not used" should be annotated next to the appendix number in the listing at the end of the annex. More appendices may be added if necessary.

20.7.5. Plan Feasibility. Before developing the Manpower and Personnel Annex, Manpower planners must review proposed UTC requirements to determine the feasibility for satisfying the taskings. This may require using the Air Force Specialty Code (AFSC) level of detail and sourcing availability data.

20.7.6. The Personnel planner works with Manpower and functional area planners to determine whether the requirements can be satisfied from possessed active and command-gained personnel resources (if mobilization has been ordered) or whether external manning assistance (augmentation) is required.

20.8. Base-level Support Plan Annex for Manpower and Personnel. Manpower and Personnel at base-level must participate in the base-level planning processes and work together in building a base-level annex as indicated above. The following must be included:

20.8.1. Unique requirements identified by the IDO or UDMs in the Annex and the timeline the requirements are to be accomplished. This includes non-standard UTCs in use.

20.8.2. Reference to an MSI to ULN cross reference list for the IDOs and UDMs and Manpower's responsibility to update and redistribute the list as changes occur. This is based on the Plan/MRI matching process. If a deliberate planning file is not maintained, the reference list should indicate the priority of use for multiple tasked UTCs.

20.8.3. Data flow requirements and Manpower and Personnel responsibilities.

20.9. Manpower and Personnel Readiness Center (MPRC) Network. Refer to AFI 38-205 for information on the MPRC network.

Chapter 21

PUBLIC AFFAIRS PLANNING

21.1. The Public Affairs Mission. The Public Affairs mission is to expand awareness of and support for the world's most respected air and space force. The US Air Force engages in public affairs to provide trusted counsel to commanders, improve airman morale and readiness, enhance public trust and support, and increase our nation's global influence and deterrence. Effective communication provides a means to achieving those ends, which can be summed up as "Air Force credibility." Air Force leadership has a fundamental responsibility to provide the public (internal and external) with complete, accurate, and timely information it needs to understand issues and reach sound decisions about defense. Public affairs is the primary means of fulfilling that responsibility and its programs afford the Air Force an important means of establishing and maintaining the credibility of the Air Force. Sound Public Affairs doctrine applied to public communications addressing threats, objectives, resources, and national choices is a fundamental prerequisite for successful warfare. Public Affairs operations are conducted through three separate functions, each addressing specific segments of the total audience: internal information, media relations, and community relations.

21.1.1. The primary goal of internal information is to provide commanders the necessary communications tools to keep personnel fully informed, thus leading to the development and maintenance of high morale and readiness. The attitudes of Air Force men and women and their families are vital to the combat successes of the commanders' forces.

21.1.2. The basic objective of media relations is to build public trust and support for the Air Force. As an instrument of the American people, the Air Force and its activities are open to public scrutiny. The Air Force's ability to carry out its mission, therefore, depends on its ability to communicate its accomplishments, problems, and needs to the public. Responding to public interest requires support from the national, regional, and local media. Public Affairs is a supporting force in achieving military objectives, but in respect to adversarial disinformation operations, Public Affairs is the offensive force required to neutralize disinformation through unrelenting communication of fact, reality, and truth.

21.1.3. The role of community relations is to establish and maintain supportive communications between a military activity or base and its surrounding community. Community relations support the operation of military forces by fostering an environment of mutual understanding and cooperation between the public and military forces. Community relations begins at the local level but also addresses all facets of domestic and allied societies at regional and national levels and is employed wherever military personnel are located.

21.2. Basic Planning Guidance. Any major operational plan, project, operations order, and exercise plan having internal information, media or community relations implications must contain a public affairs annex. The Public Affairs Annex to the WMP-1 provides the Air Staff, major commands, direct reporting units, and field operating agencies with public affairs policy for conducting programs and supporting any level of conflict or contingency. Additional guidance is contained in AFI 35-101, *Public Affairs War Planning, Training and Equipage*.

21.2.1. Planning is an ongoing process. Whenever there is a change in a supported plan in the geopolitical climate of the area of responsibility (AOR), in the proposed order of battle, etc., then plans based on these variables must be updated or rewritten to accommodate the changes.

21.2.2. Responsibilities for planning vary depending on the wartime organization being supported. The joint staff will plan to handle the media and public interest generated by an operation or exercise being executed. The Air Force component and supporting command staffs will focus on developing comprehensive plans for internal information activities as well as planning to support the joint staff, as directed, concerning the media. The internal information plan must address both the needs of the audience in the AOR and the supporting internal publics. Apportioned units will plan for an aggressive unit internal information program in addition to supporting both the unified and component command. All other MAJCOM and unit PAOs will use the directions in AFI 10-403, WMP-1, and AFI 35-101 to formulate and document base support planning for non-apportioned support forces and facilities required for the operation or exercise.

21.2.3. Planners at each level below that of the basic plan initiators will explain in their document how they expect to accomplish the stated objectives of the basic or tasking plan being supported. In the case of media support, for example, OASD/PA may direct the use of DOD media pools and the ground rules for the media; the unified command will then publish these instructions along with other information on how it plans to accomplish the PA media mission; and the AFCC will task resources to staff a Joint Information Bureau (JIB) or a Combined Information Bureau (CIB), and so on. *NOTE:* JIB examples and instructions can be used interchangeably in planning for CIBs.

21.3. Operational Planning Considerations.

21.3.1. Unified and specified commands have direct authority over AFCCs in media and community relations activities in accordance with DOD Directive 5105.35. When no unified or specified command is responsible for the conduct of an operation or exercise, the Air Force commander will be responsible directly to the Secretary of Defense for media relations and community relations. This creates a hierarchy in planning for media support that is unique to Public Affairs. Again, when there is no unified command/PA in the chain of command, the AFCC, MAJCOM, or base PA reports directly to OASD/PA. The media support plan is approved at OASD/PA and is articulated in the highest level Air Force plan. Community relations activities are conducted for the benefit of the supported commander. As such, the activity will be controlled at that planning level.

21.3.2. There will be a continuing requirement to rapidly inform the external and internal publics concerning Air Force involvement in a contingency or general war. During the period immediately following the initiation of contingency operations or general war, public announcements of the scope and effectiveness of US military activity and damage inflicted by the enemy will be controlled at the highest levels of government. As operations continue, centralized control is expected to diminish, thereby permitting the Air Force more latitude in handling public affairs activity. There will be an increased requirement to produce and distribute visual information products in support of public affairs programs.

21.3.3. In developing supporting manpower requirements, consider all valid wartime workloads including those resulting from increased or decreased base activities and mobilization of Air Reserve Component forces. Compute manpower requirements using the appropriate man-hour availability factor (MAF). A list of MAFs can be found in WMP-1, Annex Z.

21.3.4. Review Annexes A, B, C, G, J, L, T, X, and all their appendices of the tasking plan before finalizing support requirements in Annex F, Public Affairs.

21.4. Public Affairs Annexes to OPLANs. Normally, Air Force Public Affairs officers will be planning in a supporting role. The unit PA planner must incorporate support for both unified and component requirements and plan to serve the unit publics. Generally, the organization of Air Force Public Affairs plans should follow the series of examples in AFMAN 10-401, Volume II. The resulting Annex F, with its appendices and tabs, will be a comprehensive PA plan portraying the expected conduct of information management and delivery of products and services in support of the various audiences. Each plan annex should contain, at a minimum, appendices for media support, internal information to include a tab outlining a product priority list, community relations, Armed Forces Radio and Television Service (AFRTS) support and an estimate of manpower requirements. The appendices should not restate supported plan requirements for each area. However, a summary of the supported plan should be presented in sufficient detail to lead executing practitioners logically to the instructions the planner wishes implemented.

21.4.1. Annex F. This annex (an example is in AFMAN 10-401, Volume II, Enclosure C) will stipulate the concept of the overall conduct of the Public Affairs program in support of the operation or exercise being planned. Normally, an annex to a supporting plan will be written by the AFCC PA staff in response to a unified command tasking. Each subordinate plan annex will state how levied support requirements will be satisfied. Each command level must also explain tasking for its own requirements to subordinate levels and other supporting functional areas. The example in AFMAN 10-401, Volume II, can be modified to accommodate different command planning levels.

21.4.2. Appendix 1, Requirements. The requirements appendix will contain information on the time phasing of force requirements and the source of the forces. When there is a difference in requirements at different phases of the operation or exercise, show the changes and the source that will satisfy the requirement. When casualties are anticipated, use data from the intelligence estimates, or WMP-5, Planning Factors, to factor in expected losses and how the requirement for back fills will be met. An example of this appendix is in AFMAN 10-401, Volume II. This appendix also contains tabs that specify personnel and equipment requirements for JIBs and sub-JIBs.

21.4.3. Appendix 3, Media. Normally the unified command will provide instructions on media relations and JIB establishment and operations. An example of a media support appendix is provided in AFMAN 10-401, Volume II, to assist Air Force planners in the event that planning is required for an activity the Air Force is designated to lead (planning is started at a level below the unified command) or when the operation or exercise does not include other service participation. Appendix 1, Tab A, will spell out general ground rules for the media. Manpower and deployment requirements for JIB support will be stated in Appendix 5. Appendix 5, Tab B, will list JIB equipment and communications support requirements. If the information for the Tabs is in a higher-level plan refer the reader there.

21.4.4. Appendix 5, Internal Information. The internal information appendix will explain the expected course of action for each level of organization in providing information to the various audiences. Each planning level must task subordinate units for required support and document the support it requires of superior units to fulfill its tasked mission. Appendix 5, Tab C, will list equipment requirements for internal information needs.

21.4.5. Appendix 6, Community Relations. This appendix will contain an inventory of activities that are planned to impact the local community. In the AOR, community relations should be considered a supporting element for planned Civil Affairs activity, Annex G in most CJCS formatted plans. Either the US Army or The Judge Advocate General of the Air Force is the responsible agent for this activity. Coordinate planned community relations activities with your servicing judge advocate and the POC for Civil Affairs.

21.4.6. Appendix 7, Armed Forces Radio and Television Service (AFRTS). The AFRTS support appendix will reflect how the Air Force will plan to support the DOD (unified command) plan to provide radio, or radio and television, service to the supported audiences. The Air Force, when it is the Geographic Area Manager, will assist in planning for AOR AFRTS support as part of the appropriate level plan. It is always appropriate for the command and unit planner to consider using AFRTS support capabilities for all operations and exercises. Communicate all known or anticipated support requirements through the appropriate AFCC to the unified command, with an information copy to the Air Force Broadcasting Service Deputy for Operations (AFNEWS/BG). AFNEWS/BG will assist in planning for AFRTS support to all operations and exercises that reflect Air Force-only requirements, and for all Air Force proportionate share, joint requirements.

21.4.7. Appendix 8, Army/Air Force Hometown News Support. Army/Air Force Hometown News Service provides public affairs support to Air Force PAOs in the following programs: Hometown News Releases, and print, radio and television Feature Teams. Document in Appendix 6 anticipated Hometown News support requirements and coordinate them with AFNEWS/HN.

21.4.8. Other Appendices. Additional appendices can be added, as needed, to address various requirements, such as band support or special media events anticipated but not included in Appendix 1.

Chapter 22

WEATHER PLANNING

22.1. Introduction. The weather operations plan or annex to a war and contingency plan gives guidance on the concept of weather and space environmental operations, tasks responsible weather units, and details the weather requirements. Planners must be familiar with the Weather Operations Annex. A sample annex of a component command OPLAN is shown in AFMAN 10-401, Volume II, Annex H.

22.2. The Air Force Weather (AFW) Mission. The AFW mission is to deliver the highest quality, mission-tailored weather and space environment information, products, and services to our nation's combat forces--anytime, anyplace, from the mud to the sun.

22.3. Weather Concept of Operations. The size, structure, and extent of weather operations depends upon the scope and nature of the overall operation. Normally, weather operations consist of a mix of both centrally- and locally-produced products and is defined in terms of strategic, operational, and tactical level operations. At the strategic and operational levels, weather information consists of long-range planning and mission planning forecast products which are the responsibility of designated centralized production facilities, such as the Air Force Global Weather Center (AFGWC) or a Theater Forecast Unit (TFU). For tactical operations or execution support, the local weather flight/unit tailors products coming from a centralized production facility to create local and/or mission execution forecasts.

22.4. Weather Planning Responsibilities.

22.4.1. Weather and space environmental considerations must be an integral part of operations planning to identify and resolve requirements and problems in advance of implementation. Commanders must integrate weather planning into operational planning activities from the outset of the planning cycle at all levels of command. Such integration is essential to complete collateral planning by HQ USAF and other commands. The Weather Annex CC, to WMP-1, provides weather planning guidance for operations at all levels of conflict or contingency.

22.4.2. Integration of weather information in the form of decision aids into the planning process allows commanders to make informed decisions with regard to the design and operation of a plan. Early integration of information from weather studies, developed by the weather staff from climatologic databases, can aid the long-range planning of military operations. These studies provide a statistical summary of past weather and directly relate to commander and intelligence estimates of the situation. Subsequently, the commander's weather staff also prepares a Weather Operations Annex, based on the course of action adopted by the commander. This annex identifies the nature and level of weather operations required. It also tasks supporting commanders to provide the augmentation and tactical equipment needed to achieve the objective.

22.4.3. The supported commander's senior weather officer is responsible for identifying and developing the weather concept of operations and documenting those requirements in the TPFDD and appropriate annexes of OPLANs, OPORDs, or letters of instruction. A wide range of weather requirements needs to be identified, to include communications, personnel, equipment, logistic support, control of meteorological information, centralized support, and contingency station identifiers. Weather data requirements and mission limitations must also be documented. Each level of command needs to expand and document requirements to cover areas peculiar to its mission.

22.4.4. To mirror severe weather notification requirements as identified in AFI 10-229, ensure the supported command's operations staff and the Command Meteorologist detail a plan for quickly relaying severe weather warnings to all agencies under the command. Document the command's severe weather notification procedures under the Force Protection Appendix to Annex C, Operations.

22.5. Planning Weather Force Requirements:

22.5.1. The requirements for weather and space environmental services are based on the determination of the manpower required and the manpower availability factors outlined in WMP-1, Annex Z. Planners must compute manpower based on the emergency workweek, as outlined in WMP-1, before determining augmentation requirements. The capabilities and resources of joint and combined weather forces must be exploited when possible. Planners must also document the in-place and augmentation forces required.

22.5.2. HQ USAF/XOW, in conjunction with the major commands, assists in translating the operational requirements into required capabilities. This is done according to Air Force programming and FORSIZE exercises to ensure the required capabilities are available through forces in being, or reserve forces, when required. Augmentation force details are determined and published in appropriate major command plans.

22.6. Responsibility for War Reserve Material (WRM) Planning. Weather planners must ensure that the WRM as well as essential weather consumables are included in the planning. Weather units should maintain WRM IAW established MAJCOM supply and funding levels. It is the MAJCOM's responsibility to fund and maintain the WRM for its weather forces. Once deployed, it is the supported CINC's responsibility to fund weather consumables and/or WRM depleted in support of the operation.

22.7. Guidance for Preparing the Weather Operations Annex. The Weather Operations Annex to a command OPLAN must give at least the information shown in the sample format in AFMAN 10-401, Volume II, Annex H. Items may be added to the major paragraphs as required to fully outline requirements and procedures. Administrative guidance is contained in **Chapter 8**.

22.8. Guidance for Army Weather Operations. The concept of operations for Army tactical ground and air operations is in AR 115-10/AFJI 15-157 and FM 34-81/AFJPAM 15-127.

Chapter 23

COMMUNICATIONS AND INFORMATION

Section 23A—General Policy and Guidance

23.1. The Scope of Communications and Information Planning. This chapter integrates guidance previously found in **Chapter 14**, Combat Camera and Visual Information Support Center Documentation; **Chapter 23**, Command, Control, Communications, and Computer (C4) Systems; and **Chapter 31**, Information Management and Postal Planning. It provides general guidance on the important aspects of Communications and Information (Comm and Info) systems, a combination of people, facilities, equipment, and other resources organized to manage, process, and protect information through its life cycle. All creators and users of information are responsible for its life cycle management, to include its creation, collection, protection, analysis, transmittal, storage, access, retrieval, and disposal. This definition encompasses areas traditionally represented by command and control systems, telecommunications, computer resources, data automation, office information systems, local/wide area networks, communications-electronics (C-E), combat camera, visual information, information management, and postal.

23.1.1. Air Force policy is to manage information as a critical resource and to base planning actions on what is required from a total Air Force perspective. Comm and Info systems must be planned and managed to enhance warfighting capability.

23.1.2. It is important for Comm and Info planners to know about force and base employment and coordinate efforts to ensure all Comm and Info requirements are identified and fulfilled. These requirements must be consolidated in Annex K of the OPLAN. “Video Teleconferencing and Communications Requirements” has been added as Appendix 6 to Annex K. Combat Camera and Visual Information requirements, previously identified in Appendix 12 to Annex C, are now incorporated into Appendix 7 of Annex K. Information Management requirements, previously identified in Annex U, are now incorporated into Appendix 8 of Annex K. Postal requirements, previously addressed in Appendix 5 to Annex E, are in Appendix 9 to Annex K. While several appendices to Annex K are highlighted, the plans should not be limited to these. Instead, the planners must write the annex to cover all aspects of an operation and the Comm and Info systems required to support that operation.

23.2. Wartime Comm and Info Systems Mission. The basic wartime Comm and Info systems mission is to provide the means by which commanders can effectively command and control their combat forces and to provide the capability for supporting forces to efficiently sustain Air Force combat operations. Therefore, planners must know the concept of operations of the combat forces to ensure essential Comm and Info systems and interfaces with operational forces are provided. The Comm and Info systems planner at all levels of command should be involved in developing the operational concept for the combat forces and direct combat support forces.

23.3. Planning Responsibilities. Planning is an inherent function of each activity in support of the commander's responsibilities. Plans written by higher echelons of command are necessarily broad in scope, while lower echelon supporting plans increase in detail. Group, squadron, and detachment plans normally cover the internal functioning of a single, specialized activity and are of primary value to that unit in fulfilling missions assigned by higher authorities.

23.3.1. Two aspects of joint planning are:

23.3.1.1. Fulfilling MAJCOM objectives.

23.3.1.2. Fulfilling MAJCOM responsibilities in support of other commands or agencies.

23.3.2. Planning staffs must be aware of pertinent directives, policies, and objectives of both the supporting command and the command exercising operational control.

23.3.2.1. Intermediate commands must encourage subordinate units to participate in the planning process by reviewing the unit plans, exchanging recommendations, and prescribing reporting procedures designed to provide a two-way flow of information.

23.3.2.2. The responsible parent unit analyzes the plans of subordinate units for consistency, completeness, and commitment of resources.

23.3.3. At each echelon, plans must contain sufficient detail to accomplish the mission and to guide tasked echelons. Supporting plans should be written whenever additional details are required.

23.3.4. Plans are important at the subordinate unit level because this is where the plan is executed and forces are employed. It is important for plans to be clear and specific about unit tasks and responsibilities. The unit level planning activity must ensure all personnel know their responsibilities under the plans, all support documents have been prepared, and proper coordination and planning actions have been completed. Unit planners must maintain a close relationship with the host command planning activity to ensure Comm and Info systems capabilities and support requirements are properly reflected.

23.3.4.1. Supervisors of functional areas are responsible for plan development and control of detailed inputs such as frequency management and land mobile radios (LMRs). While the formal management of planning documents rests with the unit plans activity, this in no way lessens the supervisor's responsibility for participating in the planning process. Every functional directorate, branch, section, and agency, regardless of the echelon of command, has the inherent responsibilities of reviewing, developing, preparing, and coordinating plans.

23.3.4.2. The office of primary responsibility (OPR) is the agency responsible for the actual preparation of the planning document. It consolidates inputs from the staff and base action agencies and ensures final publication of the plan. The project OPR consults with the unit planners for appropriate format, guidance, and administrative procedures.

23.3.4.3. The action agency within each functional area is responsible for detailed planning data inputs to the project OPR.

23.3.5. As with the unit level planning, plans written at higher headquarters are not the sole responsibility of the plans function. Commanders and all staff agencies must be involved in the creation of these plans. Each input from the staff functional areas adds to the completeness and feasibility of the plan.

23.4. Planning Guidance. Planning for the efficient use of Comm and Info systems in a wartime environment is a complex and technical task. It requires extensive and in-depth research. The plan narrative must be as detailed as possible to facilitate a responsive employment posture. There is insufficient time during the execution phase to perform the detailed engineering and logistics planning required to support the plans. Listed in the following paragraphs are a number of aspects for unit and MAJCOM planners to consider during plan development. They are by no means all-inclusive, but are a starting point. Each level of command is encouraged to expand this guidance to cover areas peculiar to its mission.

23.4.1. Base and unit level planners must plan for:

23.4.1.1. Efficiently employing unit forces and any augmenting forces deploying to the base or its responsible locations. These locations may include collocated operating bases, forward operating locations, remote sites, dispersal bases, and standby bases.

23.4.1.2. Interconnecting deploying assets with their own or host Comm and Info systems and facilities.

23.4.1.3. Using both military and commercial host nation Comm and Info systems.

23.4.1.4. Receiving and bedding down augmenting forces.

23.4.1.5. Providing physical and technical security, survivability, sustainability, repair, restoration, and reconstitution of Comm and Info systems.

23.4.1.6. Deploying unit forces to wartime locations.

23.4.1.7. Adequately augmenting units to eliminate manpower and equipment deficiencies.

23.4.1.8. Ensuring adequate protection measures are taken to provide command and control systems and support

Comm and Info systems throughout the period of conflict.

23.4.1.9. Establishing wartime levels of operating stocks and versatile supplies for in-place, deploying, and augmenting forces (e.g., programmable radios).

23.4.2. MAJCOM planners must:

23.4.2.1. Plan for the integration and employment of augmenting forces into their theater of operations.

23.4.2.2. Plan for the interconnection of tactical Comm and Info systems with fixed systems.

23.4.2.3. Plan for the reception and intratheater movement of augmenting forces within their area of operations.

23.4.2.4. Coordinate the employment of Comm and Info systems with other commands to prevent the duplication of deployed assets.

23.4.2.5. Plan for the logistics support of the remote sites not assigned to a particular base, to include site surveys.

23.4.2.6. Coordinate with supported MAJCOMs to ensure all Comm and Info systems and support requirements are identified to include frequency requirements for RF spectrum dependent systems such as C2, weapons, EW and Intel.

23.4.2.7. Coordinate with other services and the Defense Information Systems Agency (DISA) to ensure the interconnectivity of Comm and Info systems.

23.4.2.8. Provide guidance on the protection, sustainment, survivability, repair, restoration, and reconstitution of Comm and Info systems.

23.4.2.9. Ensure all tasked units within their command and supporting MAJCOM are aware of current taskings.

23.4.2.10. Source all assets within their command.

23.4.2.11. Ensure adequate wartime levels of operating stocks and supplies are established for in place, deploying, and augmenting forces (e.g., programmable radios).

23.4.2.12. Ensure overall Comm and Info architecture is consistent with theater architecture requirements and meets both interoperability and integration requirements.

23.5. Frequency Planning. Virtually every weapons system used today requires radio frequency (RF) spectrum; system planners must be aware of the national and international RF spectrum management process. The ever-increasing demand on the spectrum results in frequency congestion, geographic and time sharing, and increased probability of electromagnetic interference. Effective spectrum planning includes the spectrum certification process, OPLAN development, landing rights clearance, and frequency assignments. See AFI 33-118 and AFMAN 33-120 for further guidance.

23.5.1. The spectrum certification process “licenses” RF emitters. This process results in DOD authorization to acquire, employ, and use RF emitting equipment. Planners and spectrum managers must ensure that all RF radiating equipment identified in an OPLAN is spectrum certified (i.e., assigned a DOD J/F 12 number).

23.5.2. Planners, in developing the OPLAN, must ensure that spectrum requirements are fully coordinated. The staff spectrum manager provides planners with a coordinated, deconflicted spectrum management appendix to the OPLAN.

23.5.3. Landing rights applies specifically to overseas deployments. The planner must ensure that spectrum certification, foreign disclosure, and host nation approval is complete. The landing rights process flows through the MAJCOM to the appropriate theater CINC. The US Embassy in the host country will then be contacted to assist in establishing the proper interface with host government officials so that landing rights can be granted. Final landing rights approval resides with the host government.

23.5.4. The final stage in spectrum approval is a frequency assignment. This authorization documents the use of a specific frequency at a specific location for a specified purpose. (Frequencies used in garrison are not authorized for use in a deployed/exercise area without prior approval from the spectrum assignment authority).

23.6. Manpower Planning. One of the most important aspects of war planning is identifying manpower requirements. This is true not only for the actual operations, but also as a part of the USAF Support Force Sizing Exercise (FORSIZE). The results determine the active duty force structure and the impact on the use of the ANG and AFRC forces. Wartime manpower requirements are dynamic and change with variations in threat, equipment, and concept of operations. The planner must be aware of available duty hours and must fully utilize those forces provided by the wartime scenario. More detailed guidance is published in AFI 38-205; WMP-3; and the Manpower and Personnel Planning and Execution chapter of this manual.

23.7. After-Action Report, AF Form 209. Personnel participating in communications and information deployments or exercises will use AF Form 209, *Communications and Information Management After-Action Report*, RCS: HAF-SC (AR) 8703 (formerly RCS: SAF-AAI (AR) 8702), to report their pre-deployment preparation status and deployment duties. Results of these reports will be used by base-level communications and information units to improve pre-deployment briefings in order to better prepare personnel tasked to deploy. In addition, the results will be analyzed by MAJCOM and Air Staff

Functional Area Managers and planners to more accurately assess deployed requirements versus individual qualifications (e.g., were the duties performed commensurate with the grade requested? Was the correct AFSC requested?). This report is designated emergency status code D (i.e., discontinue reporting during emergency conditions).

23.7.1. Unit planners should provide personnel with AF Forms 209 before they deploy and direct them to return completed forms to the squadron OPR upon their return to the duty station. The squadron uses the information to improve planning at base-level and forwards a copy to the MAJCOM/FOA IM, VI, and SC FAMs. The FAMs analyze requirements and discrepancies, suggest corrective actions, share lessons learned, and send analyses and associated data to the Air Force Communications and Information Center Tactical Systems Branch (AFCIC/SYOT) 1250 Air Force Pentagon, Washington, DC 20330-1250, for use in Air Force planning.

23.8. Planning, Programming, and Budgeting System Relationship. The Comm and Info systems planner must understand the relationship between war planning and the DOD PPBS. In particular, the planner must understand the difference between FORSIZE and OPLAN TPFDDs in order to provide each with the correct Comm and Info systems manpower inputs. **Chapter 4** contains detailed guidance on TPFDD inputs.

23.8.1. Since OPLAN TPFDDs cannot exceed the force levels apportioned in WMP-3, they cannot be used as part of the requirements process of the PPBS. Shortfalls in availability, if they exist, pose some limitations on the combat and direct combat support forces. Such limitations must be included in the proper paragraph of the OPLAN with an assessment of the constraint on the operational forces. This allows the requirements specified by other processes to be related to the limitations identified in the OPLAN which, in turn, provides wartime justification for the requirement.

23.8.2. The FORSIZE TPFDDs are the result of the requirements development process. Support forces are not constrained by WMP-3 availability. As stated earlier, each year HQ USAF specifies the scenario and the OPLANs for developing the FORSIZE TPFDDs.

23.8.2.1. The requirements identified in the FORSIZE TPFDD should relate to both the concept of the basic plan and the specific limitations resulting from the shortfalls as stated in the source OPLAN.

23.8.2.2. The war plans must be correlated with the various requirements documents to provide an audit trail and support the appropriate programming and budgetary actions.

23.8.2.3. The importance of an accurate, complete, and properly formatted FORSIZE narrative for Comm and Info systems cannot be overstated. This document helps to provide the rationale behind the increased wartime requirements and assists in supporting future systems.

23.9. Policy Documents. Comm and Info systems planners must develop their concept of operations according to policy provided in a wide variety of documents. Their knowledge must go beyond the boundaries of their own specialty and include, for example, an understanding of operations (55- series regulations), logistics (400- series regulations), security/air base defense (31-series regulations), etc. Peacetime disaster relief regulations should not be used as the basis for wartime planning. Paragraph **23.41.** lists a number of key Comm and Info systems reference documents.

Section 23B—Information Systems (formerly referred to as C4 Systems) Security Planning

23.10. Introduction to Information Protection . Incorporating information protection is an integral part of all planning. Information protection is the protection afforded to information systems to preserve the availability, integrity, and confidentiality of the systems and the information contained within the systems. Such protection includes the integrated application of communications security, emissions security, computer security, security awareness education and training, privacy act, records management, and freedom of information act requirements. The varying degrees of security, which are required for different types of systems, must be considered on an individual basis. Each planning activity, operation, contingency or other military process must be examined to ensure security is adequate to protect the systems which support the plan. AFD 33-2, Information Protection, covers specific responsibilities and contains additional guidance on information protection.

23.10.1. This section provides planners with guidance for ensuring adequate COMSEC measures are provided to protect the classified aspects of the activity being planned. Prime areas of review are procedures for processing classified information via telecommunications, administrative report requirements, transmission mediums, the relationship of unclassified reports to classified operational activities, telephone restrictions and procedures, and other related handling.

23.11. Responsibilities of COMSEC Offices and Staffs. MAJCOM and Wing COMSEC personnel must review all plans to determine that, if required, COMSEC is addressed. This review ensures that COMSEC material is properly identified and all measures are addressed for receiving, storing, using, and destroying COMSEC material upon implementation of the plan. As a minimum, these subjects must be addressed in the review:

23.11.1. Short title and quantity.

23.11.2. Identity of issuing point.

23.11.3. Suppression instructions (normal and emergency).

23.11.4. Material resupply support. 23.11.5. Safeguard requirements and

23.11.5. Destruction requirements.

23.12. Terms Used in COMSEC Planning:

23.12.1. Communications Security (COMSEC). Measures and controls taken to deny unauthorized persons information derived from telecommunications and to ensure the authenticity of such telecommunications.

23.12.2. Crypto-security. The component of communications security which results from the provision of technically sound crypto-systems and their proper use.

23.12.3. Transmission Security (TRANSEC). The components of communications security that results from the application of measures designed to protect transmissions from interception and exploitation by means other than crypto-analysis.

23.12.4. Emission Security. Protection resulting from all measures taken to deny unauthorized persons information of value which might be derived from intercept and analysis of compromising emanations from crypto-equipment, Information Systems, and telecommunications systems.

23.13. Guidance for Using the COMSEC Section:

23.13.1. Only information necessary to the plan should be included in a COMSEC appendix. For example, COMSEC publications, instruction applications, and other material unique to the planned operation, activity, or project should be considered in the COMSEC planning process.

23.13.2. All COMSEC planning actions or considerations should be tailored to fit the operation. In the case of an operation plan in concept format (CONPLAN), a statement of COMSEC considerations is included in the "Command and Signal" paragraph of the basic plan. In operation plans, COMSEC considerations are included in Annex K, Appendix 1.

23.14. Format for a COMSEC Appendix. AFMAN 10-401, Volume II, Appendix 1 to Annex K, lists the basic data required and shows a sample format for a COMSEC Appendix. Items under the "General" and "Execution" paragraphs may be expanded or deleted and additional items may be added.

23.15. Planning for Transmission Security (TRANSEC) of Air Force Communications Systems. This paragraph outlines the basic TRANSEC objectives and some major subjects to consider when planning to achieve these objectives.

23.15.1. Introduction. Communications provide a lucrative source of intelligence information for hostile or potentially hostile interests. Since all nations use communications in conducting their diplomatic and military activities, each one is a potential victim of TRANSEC weaknesses. Also, traffic analysis efforts have pointed out the need for close and continuing evaluation of communications vulnerabilities when planning for the security of any operation.

23.15.2. General Guidance. In reviewing plans for TRANSEC adequacy or TRANSEC application, planners should focus on the practices and procedures most likely to cause transmission insecurities, and consider the feasibility of specific actions needed to reduce or eliminate those weaknesses. If a system or procedure makes interception difficult or costly, it is a worthwhile TRANSEC measure and should be used wherever it meets reliability and other operational requirements.

23.16. Specific Planning Guidance for TRANSEC:

23.16.1. Secure Communications. The plan must include sufficient instructions to ensure that all classified information is passed over established secure communications systems.

23.16.2. Use of Voice Call Signs:

23.16.2.1. A voice call sign is any combination of characters or pronounceable words, which may be suffixed by two digits (01 through 99), used to establish identity and to maintain voice communications.

23.16.2.1.1. Any misuse of call signs assists foreign analysts in their efforts to override TRANSEC measures. The frequent changing of call signs can make unfriendly analysis of our traffic more difficult and less reliable.

23.16.2.1.2. Specific guidance on call signs is contained in AFSSI8200, also known as AFI 33-217, *US Air Force Call Sign Program*.

23.16.2.2. In Air Force usage, a nickname is any authorized combination of two pronounceable words that is used to identify, in an unclassified manner, a specific project or operation. Nicknames serve as flags to enemy intelligence analysts and thereby aid such analysts in cataloging and analyzing communications. Extreme caution must be exercised in using nicknames to prevent

the release of any information that might allow the correlation of project-related data or might reveal the actual intent or purpose of a classified project. Plans should state, in detail, the proper time and circumstances for using nicknames per DOD 5200.1-R/AFI 31-401 and AFI 33-113.

23.16.3. Control of Traffic Volume. Normally, a pending operation or exercise can be identified by the unusual buildup of message traffic volume to and from certain organizations. Traffic-flow security can be accomplished via two methods: encrypting sending and receiving addresses, and causing the circuit to appear busy at all times by sending dummy messages. A more common method is to send a continuous encrypted signal, regardless of whether actual messages are being transmitted.

23.16.4. Imitative Communications Deception. The successful application of imitative communications deception (ICD) against our telecommunications relies on the ability to freely enter a network and pass erroneous traffic to confuse or interrupt an operation or activity. An enemy's ability to perform this function can be controlled by using approved authentication or secure communications systems. The plan should state any requirements for authentication systems and related operating instructions, and describe the circumstances under which they will be used.

23.16.5. Telephone Discipline. The indiscriminate use of the unsecured administrative telephone provides the enemy analyst with the minute details so valuable to traffic analysis activities. Using secure record message facilities or secure voice equipment denies the enemy access to valuable information.

23.16.6. Frequency Changing. Changing the frequency makes it more difficult for an enemy to maintain the continuity of net identification, and may be used as a defense against jamming and interception. Frequency changing may be used independently or in combination with varying call signs.

23.16.7. Personnel Order of Battle (POB). One of the most useful aids in the analytic process is the compilation of the POB. Personnel who are associated with specific operations, projects, or equipment tend to stay within those same areas regardless of PCS moves between theaters. The plan should include instructions for personnel to refrain from associating projects with personalities.

23.16.8. Critical Information (CI). In addition to the aforementioned considerations, these forms of critical information should be reviewed for possible COMSEC protection:

23.16.8.1. The status of tactical training, combat readiness, or combat efficiency of unit or forces.

23.16.8.2. Information about the identity, location, movement, or changes in unit or force strength.

23.16.8.3. Changes in:

23.16.8.3.1. Command relationships and general or specific information relating to unit or force organization.

23.16.8.3.2. Unit or force mission.

23.16.8.3.3. Organization.

23.16.8.3.4. Equipment that alters unit or force operating capabilities.

23.16.8.4. The introduction of new equipment.

23.16.8.5. Equipment shortages or deficiencies that impair the operating efficiency or combat readiness of a unit or force.

- 23.16.8.6. General or specific personnel shortages that impair the operating efficiency or combat readiness of a unit or force.
- 23.16.8.7. The security clearances of individuals.
- 23.16.8.8. Unit or force requirements for linguists or foreign language qualifications of individuals.
- 23.16.8.9. Medical immunization requirements or actions that indicate possible operational intent or activity.
- 23.16.8.10. Information on the itineraries of important official visitors and the purposes of their visits.
- 23.16.8.11. Map or mapping requirements that indicate operational planning activities or possible operational intent.
- 23.16.8.12. Nicknames that can be associated in any way with any classified operation, project, or activity.
- 23.16.8.13. The security classification of a classified operation, program, or project.
- 23.16.8.14. The short titles of classified operation, contingency, or emergency plans.
- 23.16.8.15. Maintenance status of mission equipment or systems.
- 23.16.8.16. Information which reveals the specific cryptographic capability of an Air Force organization.
- 23.16.8.17. Information which reveals a cryptographic weakness or compromise of specific cryptographic material.
- 23.16.8.18. Information which reveals a specific cryptographic capability associated with a foreign government.
- 23.16.8.19. Information which reveals the specific type of information stored or processed by an information system, or the specific hardware, software, or firmware vulnerabilities, weaknesses, connections, or center of gravity.

23.17. Planning for Crypto-security of US Air Force Information Systems. This paragraph addresses the basic crypto-security objectives and some major subjects to consider when planning to achieve these objectives.

23.17.1. Introduction. Crypto-security is becoming easier to attain due to:

- 23.17.1.1. Advancing cryptographic techniques and capabilities.
- 23.17.1.2. Miniaturization which has reduced the weight and size of crypto-components.
- 23.17.1.3. Less stringent requirements on physical protection of crypto-materials. To ensure adequate crypto-security considerations are applied in planning, basic guidelines are provided in 23.30.2. below.

23.17.2. General Guidance. To evaluate crypto-security, it is necessary to assume that every encrypted message can be intercepted. In crypto-analysis, success against an encrypted message or an encryption system may not always provide important information; however, minor successes in

crypto-analysis can add intelligence of distinct value. Each proposed communications system, together with the expected volume and content of the associated traffic, must be evaluated separately to make sure it has adequate crypto-security protection.

23.18. Specific Planning Guidance for Crypto-security:

23.18.1. Proper Use. The improper use of crypto-materials can negate the intended system security protection. If the plan requires the use of codes, authenticators, or crypto-equipment by other than communications personnel, the plan must provide for the proper training of all persons involved.

23.18.2. Approved Systems. The National Security Agency (NSA) is responsible for the design and production of cryptographic materials. Only those manual systems produced or authorized for production by NSA are approved for use; homemade codes and authenticators must not be used under any circumstances. Information system planners must review the plan for any use of non-approved cryptographic materials as prescribed in AFKAG 14.

23.18.3. Unauthorized Use. Using cryptographic materials for other than designed purposes increases the possibility of compromise and detracts from the program's security. Approved codes and authenticators are to be used only for their intended purpose. Planners must ensure that authenticators or codes to be used in the planned operations are properly assigned per AFKAG 14.

23.18.4. Cryptographic Incidents. Clear and comprehensive instructions for immediate reporting of possible compromising occurrences must be made available to all handlers and users of crypto-material, as prescribed by AFI 33-212. The plan should include a warning that no person should attempt to determine whether a cryptographic incident has occurred -- this is a job for experts.

23.18.5. COMSEC Material Requirements. Planners must establish procedures to ensure cryptographic materials and equipment quantities are restricted to operational requirements.

23.19. Planning for Physical Security of COMSEC Material and Information. This paragraph outlines the physical security objectives and some specific areas to consider in achieving the objectives. Enemy possession of our COMSEC material could provide the technical information necessary to break our crypto-system codes or to develop crypto-systems comparable to ours. Physical security includes all physical measures necessary to safeguard COMSEC equipment, material, and documents from access or observation by unauthorized persons.

23.19.1. COMSEC material and information must be safeguarded against physical loss during all phases of their existence. This is especially true where COMSEC material is under less stringent control procedures, such as in the field and in tactical situations. Some of these safeguards include control measures, accounting procedures, provisions for secure operational areas, compromise reporting systems, and emergency destruction procedures. COMSEC incidents should be reported in accordance with procedures outlined in AFI 33-212.

23.20. Specific Planning Guidance for Physical Security of COMSEC Material. The procedures set up to control and safeguard COMSEC material and information will vary in emphasis, depending on the classification of the material, extent of its use, and the operational environment. Every possible safeguard must be incorporated when developing or reviewing plans or taking planning actions. These are some considerations for planners in applying safeguards:

23.20.1. Adapting to the Situation. While the control procedures and safeguards employed in any given situation must be adapted to the particular plan or environment, the adaptation should consist of modifying procedures rather than omitting them.

23.20.2. Controlling Access. Due to the need for controlled access to COMSEC material, all secure telecommunications centers should be physically separated from other work areas and entry must be strictly controlled. The COMSEC instructions should include the controls required for the physical security of the facility according to AFKAG-1().

23.20.3. Emergency Actions. If the plan requires distributing, transporting, using, or storing COMSEC material, emergency instructions must be provided. These instructions could range from the simple destruction of codes and authenticators carried aboard aircraft to a full-scale emergency action plan for a communication facility. These procedures must be given to the people who are to take the emergency actions and protect the material under emergency conditions per AFKAG 1 and AFI 33-211.

23.20.4. COMSEC Accounting. The sensitivity of most COMSEC materials and the need for COMSEC managers to know the location of each item at all times require that strict accounting procedures be established to control the material. All personnel who handle, operate, or destroy COMSEC materials and equipment must use these procedures. Since proper hand-receipts for crypto-material is an important part of most operations, material accounting instructions should be included in the plan. More guidance can be found in AFKAG 2 and AFI 33-211.

23.20.5. Flightline Security. Security for COMSEC material is an important part of an air operation. The plan must outline procedures for providing adequate security for all COMSEC material handled by operations personnel for use aboard aircraft. These procedures should also cover protecting the material while it is in transit to and from the aircraft regardless of whether or not the aircraft is securely parked.

23.20.6. High Risk Area. A high risk area is any area (land, sea, or air) where there is a strong possibility that classified COMSEC material may be compromised through either overt or covert acts by hostile forces. It may be created by political unrest leading to mob action, civil disturbance, border tension, etc. These situations must be anticipated during planning and before crypto-material is moved into such a high-risk environment. In such areas, special protective measures for crypto-material must be established. Plan guidance must restrict the type and quantity of material to the minimum needed and specify responsibility and measures to give special protection to the crypto-material. It must also include emergency destruction plans and provide for a continuing assessment of their adequacy. Detailed guidance is available in AFKAG-1 and AFI 33-211.

23.21. Planning for Emission Security of US Air Force Telecommunications. Emission security is the by-product of all COMSEC measures taken to deny unauthorized access to valuable information via intercepting compromising emanations from telecommunications systems. Compromising emanations are unintentional data-related or intelligence-bearing signals which, if intercepted and analyzed, disclose classified information being transmitted, received, handled, or otherwise processed by any information processing equipment. TEMPEST is an unclassified short name referring to investigations and studies of compromising emanations. It is sometimes used synonymously for the term "compromising emanations," (for example, TEMPEST Tests, TEMPEST, etc.).

23.21.1. General Guidance. Emission security must be considered in the early planning for facilities, operations, exercises, or activities involving the use of equipment or systems to process classified information. Every effort must be made to ensure all equipment used to process classified information is installed properly.

23.21.2. Specific Guidance for Emission Security Planning:

23.21.2.1. Facility Security. Each communications facility that processes classified information must be made to conform as closely as possible to the installation criteria. Temporary communications facilities established for short-term operations, exercises, or contingencies must be given close TEMPEST attention.

23.21.2.2. Telephones. Telephones are particularly dangerous transmitters of compromising signals. As suggested in AFR 56-14, physical disconnect devices and an approved buzzer or ringer should be considered for each telephone to be used in an area where classified material is to be processed electrically.

23.21.2.3. Fortuitous Conductors. Unused metallic conductors existing in an area where classified information is electrically processed must be removed, bonded, and grounded.

Section 23C—Command, Control, and Communications (C3) Protection

23.22. Purpose Of C3 Planning. This section provides additional guidance for planning to protect C3 capabilities and preparing the C3 protection appendix required in operation plans. The Joint Strategic Capabilities Plan, Annex I, states that plans must specify actions to protect friendly C3 capabilities against efforts to exploit, disrupt, deceive, and destroy them. Plans must identify which C3 system elements are most vital, the degree of performance required, and the level of protection necessary to ensure mission accomplishment. This section provides planners with a planning methodology for determining C3 protection requirements. For further guidance, planners should also refer to JOPES, Volumes I and II, and the reference list in paragraph 23.41. The Air Force's C3 protection planning encompasses both command and control systems and support information systems.

23.23. Mission of C3. The mission of information protection is to deny, negate, or turn to friendly advantage any adversary efforts to destroy, disrupt, deceive, and deny information to US and allied C3. This includes its supporting information and intelligence activities.

23.24. Scope of C3. Radioelectronic Combat (REC) is an established military doctrine that is aimed at systematically disrupting vital enemy electronic combat at critical times in a battle through the use of fire-power, jamming, and deception. Information protection is that division of C3 countermeasures (C3CM) taken to maintain the effectiveness of friendly C3 despite both adversary and friendly counter-C3 actions.

23.24.1. Information Protection pertains to those facilities, personnel, procedures, equipment, and information systems dedicated to supporting the command and control systems necessary for implementing a commander's decisions. This may apply to fixed, tactical, or airborne systems. Overlap in the combat disciplines of counter-C4, C3 protection, C3CM, disruption and deception, highlight the requirement for extensive planning and coordination of these activities in day-to-day combat operations.

23.24.2. In addition, the effective application of measures for friendly information protection requires a coordinated plan of action adaptive to the resource options of the operational commander. This is guidance for the planner and is not meant as a substitute for normal programming, funding, and validating actions which may be necessary to correct known deficiencies.

23.24.3. The most critical elements in effective C3 protection planning are staff organizing and planning skills. The appropriate mix of planners from the operations community, intelligence, and C3 systems, with clearly defined authorities and responsibilities, greatly facilitates planning and executing of information protection. While counter-C3 and C3 protection are planned separately, they must complement each other to minimize the adverse impact of friendly counter-C3 actions on friendly C3.

23.25. Planning Guidance. This paragraph addresses key steps in the planning process for information protection. These steps are not all inclusive, but are a starting point for developing information protection plans. They describe how a vulnerability and criticality analysis is performed on organizational functions to determine resistance to degradation and ability to recover from degradation. This analysis should not stop with the hardware, but should also cover the information the system contains, passes, or processes. This is a three-step process:

23.25.1. Step I. Organizational systems and functions must be identified and assigned priorities according to operational needs.

23.25.1.1. The relative importance of each functional area is determined by grouping all of these areas into general categories.

23.25.1.1.1. Group I--Mission Critical. The loss of these critical functions would cause immediate stoppage of direct mission support of wartime operations.

23.25.1.1.2. Group II--Mission Essential. The loss of these areas would cause an eventual stoppage of direct mission support of wartime operations.

23.25.1.1.3. Group III--Mission Impaired. The loss of these functions would have an effect on (but would not stop) direct mission support of wartime operations.

23.25.1.1.4. Group IV--Non-mission Essential. The loss of these functions would have no effect on direct mission support of wartime operations.

23.25.1.1.5. Group V--Unassessable. Effect on the mission cannot be judged and falls into other groups when additional information becomes available.

23.25.1.2. Items to be considered in this assessment under Step I may include:

23.25.1.2.1. Identification, friend, or foe (IFF) and selective identification feature (SIF) systems.

23.25.1.2.2. Radars.

23.25.1.2.3. Navigational aids.

23.25.1.2.4. Long-haul communication transmission nodes (on and off base; governmentally or commercially owned).

23.25.1.2.5. Voice and message switching centers.

23.25.1.2.6. Headquarters and command post facilities.

23.25.1.2.7. Information Systems facilities supporting surveillance, intelligence, critical information and C3.

23.25.1.2.8. People.

23.25.1.2.9. Power supplies and sources of power, such as backup generators and fuel for generators.

23.25.2. Step II. Having determined the priority of C3 assets, the next step is to assess their vulnerability to threats. This involves measuring the probability of threats occurring and judging existing levels of protection against the threats.

23.25.2.1. Probable hazards are categorized by threat. The basic threat to friendly C3 can be posed by enemy military power, sabotage, or terrorist attacks. The threat may be further broken down as:

23.25.2.1.1. Nuclear, chemical, biological, conventional weapons, and guided missiles such as anti-radiation missiles.

23.25.2.1.2. Active electronic warfare measures, such as jamming, meaconing, intrusion, and dispensing chaff.

23.25.2.1.3. Passive electronic warfare operations (electronic support measures), such as emitter-location systems and related electronic target-location and identification techniques.

23.25.2.1.4. Spoofing, electronic and physical cover, camouflage concealment, and deception techniques and operations.

23.25.2.1.5. The effects of electromagnetic pulse (EMP) on friendly C3 systems.

23.25.2.1.6. Terrorist attacks and sabotage activities designed to impede, destroy, or delay critical C3 systems.

23.25.2.1.7. Active information warfare measures, such as hacker and malicious logic attacks.

23.25.2.2. The current protection level of C3 systems is then assessed. Some items to consider in this process are:

23.25.2.2.1. Emission control measures;

23.25.2.2.2. Deception (using decoy antennas, towers, or emitters);

23.25.2.2.3. Operations security;

23.25.2.2.4. Electronic security;

23.25.2.2.5. Communications security;

23.25.2.2.6. Computer security;

23.25.2.2.7. Security Forces;

23.25.2.2.8. Local defense (host nation support);

23.25.2.2.9. Mobility and dispersal of key assets or equipment;

23.25.2.2.10. Site hardening through revetments or earth berming;

23.25.2.2.11. Concealment through camouflage or facility tone down;

23.25.2.2.12. Physical security for attended or unattended sites and accessibility to critical functions by potential agents, saboteurs, or terrorists; and

23.25.2.2.13. The ability to notify off-base locations on the changing battlefield conditions.

23.25.2.2.14. Technical Surveillance Countermeasures (TSCM)

23.25.3. Step III. After establishing priorities and assessing vulnerability, the final step is to identify countermeasures to reduce vulnerability and recovery time in the event of degradation. One approach is to reduce the critical nature of a priority operation, system, or function. An example of this approach is building redundancy into the operational system in order to reduce recovery time.

23.26. Operational C3 Protection Planning. The process described in paragraph 23.36. is actually a continuous cycle of identifying and correcting Comm and Info system deficiencies through improved equipment, facilities, procedures, and training. Planners and operators at all levels of command must ensure Comm and Info systems needed in wartime are programmed, acquired, adequately supported, and effectively employed. Detailed information protection considerations for Comm and Info system operators are contained in this paragraph.

23.26.1. Information Protection Procedures Against Jamming. Operators must:

23.26.1.1. Know and apply their equipment ECCM procedures.

23.26.1.2. Know and observe correct radio/telephone procedures and follow all COMSEC and OPSEC procedures to the letter. (Annex K, Appendix 1, and Annex L contain further guidance.)

23.26.1.3. Keep their equipment in proper working order, limit transmission power, and use directional antennas and types of antennas which restrict range to minimum needed.

23.26.2. Information Protection Procedures Against Deception:

23.26.2.1. Enemy communications deception is the insertion of false plain-text or encrypted messages into the system.

23.26.2.2. Enemy imitative deception is most likely to be successful when operator training and net discipline are poor, the traffic is heavy, and reception is marginal.

23.26.2.3. Operator techniques to counter deception include using ECCM, authentication, and other OPSEC and COMSEC procedures. Operators should also consider using deception against the enemy.

23.26.3. Information Protection Procedures Against Exploitation. Operator techniques and procedures are generally the same as those for protecting against jamming and deception.

23.26.4. Information Protection Procedures Against Electromagnetic Pulse. Measures to protect against EMP focus on heavy-duty grounding, installing bypass filters between antennas and components, and maintaining reserve equipment.

23.26.5. C3 Protection Procedures Against Destruction. These include both active and passive measures to protect both people and equipment from air or ground attack with conventional or NBC weapons. They include hardening and camouflaging facilities, posting armed sentries, and planning for relocation.

23.26.6. Additional Procedures for Protecting Automated C3 Systems. Since our forces rely heavily on automated Information Systems, it is important to keep them on line during operations. Not only

must the equipment be protected, but the information it contains must be available for friendly use and denied to the enemy. This involves identifying the mission-essential software programs and taking steps to ensure that the data bases and programs needed for operations have redundant sources. Useful tools for planning and employing back-ups and recovery are interconnectivity and interoperability matrices to display alternative information paths. Planning should address priorities for information to the commander and deliberate degradation of lower priority systems as needed to preserve priority support.

23.27. Comm and Info Systems Planning Reference Documents:

23.27.1. DOD Directive 3223.3, *AF Sup 1, Air Force Electromagnetic Compatibility Program*.

23.27.2. DOD Directive 4650.1, *Management and Use of the Radio Frequency Spectrum*.

23.27.3. Joint Pub 1-02, *DOD Dictionary of Military and Associated Terms*.

23.27.4. AFI 10-403, *Deployment Planning*.

23.27.5. AFI 10-1101, *Operations Security (OPSEC) Instructions*.

23.27.6. AFI 10-704, *Military Deception Program*.

23.27.7. TACP 55-19 *Joint Command, Control, and Communications Countermeasures (C3CM)*.

Section 23D—Video Teleconferencing

23.28. Video Teleconferencing. Video Teleconferencing (VTC) is an electronic form of video telecommunications (video/data/voice/imagery) which permit two or more people in separate geographic locations to engage in real-time, interactive, face-to-face, video/audio/communications. Video Teleconferencing systems provide the capability to coordinate among officials at different locations more effectively than voice-only systems. Increased productivity, timeliness of information exchanged, quicker and better decision making, decreased personnel fatigue, reduced travel, and less time executive staff members are away from their office are but a few of the benefits to users of video telecommunications. Common-user systems are provided by the communications and information function. Terminal equipment for functional systems are usually provided by the user. In any event, the communications and information staff must plan for VTC transmission bandwidth. This section provides general guidance to be provided by VTC systems planners.

23.28.1. Uses of Deployed Video Teleconferencing. Many commands use video teleconferencing extensively during deployments, others in a more limited way. Today's technology allows the structure of video equipment and systems to meet the many and varied needs of our customers whether it be secure or non-secure, terrestrial or satellite transmission between two or more separate geographic locations. Modes of operation can be two-way video/two-way audio, one-way video/two-way audio, or one-way video/one-way audio.

23.28.2. Command and control. VTC systems are used to provide coordination and situation reporting among major units and headquarters. In a recent major contingency, Operation RESTORE DEMOCRACY, deployed VTC was installed at the task force headquarters and used by commanders daily. Commanders' comfort levels and reliance on VTC has grown steadily. Operations planners should ensure they understand the Air Force component and joint command's propensity to use VTC as a command and control tool, and plan for systems and transmission capability accordingly.

23.28.3. Common User VTC. Common user systems can support most functional users in the deployed environment. Systems normally will be capable of handling unclassified and secret conferences. Common user systems should be planned for air operations centers, JTFs, and major flying units. Provision of common user systems allows the communications staff to channel user requirements into a single system and conserve bandwidth.

23.28.4. Operations Support. Operations staffs at each level of command use deployed and fixed VTC to plan and coordinate operations and campaigns. VTCs are also capable of quickly moving motion video documentation and gun camera imagery to the air operations center for restrike analysis and to the Pentagon for operations reporting. Multi-unit VTC provides capability for simultaneous planning at dispersed locations/headquarters and near real-time operations reporting.

23.28.5. Intelligence. Intelligence staffs and agencies use the Joint Worldwide Intelligence Communications Service (JWICS) system to teleconference and move video, imagery, and data to users. The program management office for JWICS is the Defense Intelligence Agency (DIA). Deployable JWICS terminals are becoming more common in deployed operations. All intelligence activities requiring Sensitive Compartmented Information (SCI) secure VTC capability will use the JWICS are located in secure compartmented information facilities not available to most users. They can support command and control requirements when other systems are not available.

23.28.6. Telemedicine. Deployed telemedicine systems provide the ability to treat casualties more effectively in the forward area without deploying scarce specialists. A major investment in telemedicine by the DOD medical community will drive the need for extensive communications bandwidth. Medical planners should outline the concept of operations for theater telemedicine, system locations, interconnectivity requirements, and long-haul communications needs so they can be planned for.

23.28.7. Other Requirements. With the advent of desktop VTC and portable systems, functional communities may plan to bring these systems with them into the field. Communications planners should query likely users to prevent unplanned demands on limited bandwidth. If occasional deployed use is envisioned, planners can recommend use of the common-user system. If a user-owned system must be employed, plan for bandwidth accordingly.

Section 23E—Combat Camera, Visual Information Support Center Documentation, and Printing Management

23.29. Purpose. The Air Force Combat Camera and Deployed Wing Visual Information Support Center (VISC) programs provide command authorities at all levels with still photographic imagery, video documentation, graphics and presentations products for operational reporting and decision making during armed conflict, humanitarian, and contingency operations. In addition, significant events during both peacetime and wartime are also recorded and preserved to provide an enduring record of Air Force activities for historical use and informational purposes. VISCs provide still photographic and limited video documentation of a wing or squadron's wartime activities both at home station and the deployed location. Support also includes printing and duplicating services, still photographic image processing, graphic arts, and armament delivery recording (gun and bomb camera) imagery management to include collection and duplication at the squadron level, and distribution to the Air Force component commander.

23.29.1. Combat Camera Documentation. Combat camera imagery, acquired using still and motion camera systems, provides command and management authorities who may not necessarily be on the scene of deployment with near-real-time imagery to visualize ongoing activities. Combat camera

records of combat activities are an important, and often only, source of operational and technical imagery and information for decision making at all levels and for informing the public via public affairs dissemination. Combat camera personnel must be allowed to photograph all aspects of an operation or event. Decisions on classification, sensitivity, or public release may be made afterward through intelligence, operations, and PA staff coordination. Combat camera documentation forces have a regional mission which supports Air Force forces and unified command requirements. As such, combat camera documentation forces are organized in a squadron configuration and operationally integrated into the AFCC structure.

23.29.2. Deployed Wing Visual Information Support Center (VISC). VISCs provide still photographic imagery, limited video documentation, graphics and presentations support at wing and squadron levels both at home station and at deployed locations. Support also includes Armament Delivery Recording (ADR) imagery management to include collection and duplication at wing or squadron level with distribution of master material to the ADR theater support team for subsequent distribution to the AFCC. In-place base VI support facilities will normally transition into deployed VISCs as rapidly as possible upon plan activation. Planners determine how and where at each type of base (main operating base, bare base, forward operating location, etc.) VISCs will be established and what support will be provided. VISCs provide support to combat camera teams as resources permit (video and still photo acquisition, film processing, etc.) which should be specified in the OPLAN. VISCs have an installation level mission and are operationally assigned to the deployed wing communications unit.

23.29.3. Armament Delivery Recording (ADR). ADR (use of imaging systems including photographic, electro-optical, and electronic image recording methods) showing the delivery and impact of ordnance is the principal, and often the only, source of over the target documentation. The peacetime objectives of the ADR program are training, testing, and documentation to provide a high-quality record of tracks and weapons delivery. Peacetime ADR imagery generally has no use above squadron level. In wartime, ADR is an essential and vital source of battle damage assessment imagery and combat camera documentation. White House, Pentagon, and theater CINC demand for imagery of weapons delivery will occur immediately after “live” weapons are delivered onto enemy air or ground targets. Planners must formalize a mechanism that allows weapon systems managers and combat camera theater-level ADR units, working as an integrated team, to swiftly transition to a wartime program to meet the requirements of the Air Force component commander and higher authorities. See AFI 33-132.

23.30. Combat Camera Services Provided. Air Mobility Command provides active and reserve gained special mission combat camera forces (video and still media) to support wartime, humanitarian, and exercise requirements. If aerial documentation is required, combat camera provides aircrew qualified video and still photojournalists. Combat camera can provide the resources to manage for the Air Force component commander the collection, duplication, and distribution of significant ADR imagery. AETC, AFSPC, and ACC provide visual information teams that augment combat camera operations. Supported commands may also task Wing VISCs to augment combat camera activities, especially in the areas of image processing and duplication.

23.31. Printing Management. Visual information personnel will operate and maintain the deployed duplicating center (DDC) at the deployed location. The DDC should be thoroughly outlined to ensure customers understand what central copying services will be available at the deployed location. The DDC provides the resources to produce multiple copies of information needed to support wartime and exercise

requirements. Additionally, DDC personnel will use commercial printing resources when requirements are beyond the capability of the deployed DDC.

23.32. Policy:

23.32.1. Planning Factors. VISC teams will deploy to support their host flying unit as part of a core UTC package whenever possible. Non-core teams identified in plans should familiarize themselves with the core flying unit's gun camera support needs. Use the 6KPVS core UTC to support the deployed lead wing headquarters and the first three flying squadrons. Use a second 6KPVS team when four or five flying squadrons are deployed and gun camera ADR imagery is produced. Use one 6KPES for each additional flying squadron. If combat camera teams are available to support the deployed base, use fewer 6KPES teams and plan for mutual support. Note: When consolidated initial and follow-on communications squadron UTCs are fielded, deploy those UTCs with additive gun camera 6KPES teams as needed.

23.32.2. Operational Integration. Combat camera documentation forces will have the ability to integrate operationally with Air Force component combat forces. Planners must study the operational concept of the air forces employed in their respective plans to develop a combat camera control structure which effectively integrates with the Air Force component forces. For example, in a theater OPLAN, an Air Force combat camera squadron could be formed and collocated with a deploying Air Force component headquarters, with detachments collocated with deploying combat wings. In this example, combat camera squadron and detachment commanders would also serve as combat camera staff officers on the respective battle staff, assuring clear and effective lines of operational control. For an OPLAN involving a small joint task force (JTF), an Air Force combat camera organization with a detachment collocated with the Air Force component headquarters and operating locations collocated with Air Force combat units should be created. The intent is to develop an effective and integrated control structure.

23.32.3. Release and Classification of Combat Camera Products. Since combat camera products are used by key decision makers at all levels of command, its classification or sensitivity must not interfere with thorough documentation. Neither security classification, operations security (OPSEC), nor subject sensitivity should preclude combat camera operations. Combat camera products can be classified to any level. Combat camera products are released by the supported commander following a complete security review process. Combat camera is an integral part of Air Force and Joint Operations planning and execution. AFI 33-117, *Visual Information Management*, provides specific guidance on the Air Force combat camera program.

23.32.4. Product Distribution. Exploitation of combat documentary imagery shall be prioritized as follows: on-scene commander; joint task force commander; supported unified or specified commander; and Joint Combat Camera Center (JCCC) which services the NCA, CJCS, DOD, and the military services. This does not imply that combat camera products must go to each level in turn; they may be sent to all users simultaneously. Planners will use the processing and duplicating capabilities of VISCs and augmenting VI documentary teams to eliminate processing bottlenecks that would prevent imagery from quickly reaching decision makers at theater and national command levels.

23.33. Procedures:

23.33.1. Tasking and Request Procedures. OPLAN procedures must clearly state both tasking and request procedures to assure efficient customer support. There is a distinct difference between orga-

nizations who have the authority to task combat camera resources and those who can only request services. All taskings must originate at the supported AFCC level or above. The wing commander through his communications staff officer, tasks deployed wing VISC resources.

23.33.2. Joint Combat Camera Operations. Per DODI 5040.4, *Joint Combat Camera Program*, unified commands are required to designate an officer within the J-3 as the Operations Combat Camera Representative responsible for joint operational control and tasking of combat camera. Planners must incorporate procedures in their OPLANs to assure effective support of the unified commanders' joint combat camera requirements, and the national-level requirements in DODI 5040.4.

23.34. Video Teleconferencing, Visual Information, and Combat Camera Documentation Appendices to OPLANs. Planners should follow the sample formats in AFMAN 10-401, Volume II, Appendices 6 and 7 to Annex K in preparing Video Teleconferencing, and Visual Information and Combat Camera Documentation Appendices to the Communications and Information Annex in OPLANs.

23.34.1. OPLAN Coordination. Planners will coordinate the appendix with all other functional areas which may be affected (e.g. ADR procedures with fighter/bomber operations). Planners should review all other applicable annexes and appendices to determine support required by other functions. If no combat camera requirements are contained in other areas of the plan, contact the functional OPRs to assure their requirements are planned for. For guidance on theater concepts of operations, contact Air Force component staff members who plan beddown and operations of flying units. Contact the unified staff (J-3) combat camera officer to determine joint combat camera support considerations. Contact AMC/SCMV for guidance on selection and employment of combat camera UTC teams.

23.34.2. Exercises. Exercising the VISC and combat camera missions is essential to the proper training of personnel and testing of their equipment for their wartime mission. Planners must include a VISC, printing management, and combat camera appendix to joint and other training exercise plans. Write appendices to exercise plans to realistically employ VISC, printing management, and combat camera forces as they would be used during wartime. VISC, printing management, and combat camera personnel must be full participants in exercises, mirroring as closely as possible the organization, operational control and command lines, and product support procedures used during wartime. Contact AMC/SCMV for guidance on selection and employment of combat camera UTC teams.

Section 23F—Information Management and Postal Planning

23.35. Introduction. Information is critical to readiness. The Air Force recognizes information as a valuable national and DOD resource, a fifth dimension of warfare. Information is becoming a center of gravity--a strategic asset inviting attack and requiring protection. Consequently, the information resource must be managed even more effectively and efficiently than ever before. To enhance decision making, save money, and help people work efficiently, the Air Force Communications and Information community provides policy, guidance, and services to help customers manage their information, regardless of media. See Appendix 8 to Annex K for further guidance.

23.35.1. Information Managers. Most Information Managers work in staff or executive support functions that are essential to every organization in the Air Force. Special Duty Identifier (SDI) 8M000 personnel carry out the critical overseas postal mission through an infrastructure of Aerial Mail Terminals (AMTs) and Air Post Offices (APOs). All members of the diverse IM community

share one overriding goal: ensuring their co-workers and commanders have the information they need, when they need it, to accomplish the Air Force warfighting mission. The former Information Management Flight (IMF) has been integrated into the Communications and Information Squadron.

23.35.1.1. Services provided by information managers include managing and distributing administrative communications and mail; managing and distributing publications and forms; conducting a records management program, to include management of the Freedom of Information Act (FOIA) and Privacy Act (PA) programs. Work group administration, a group of tasks that will provide immediate front-line support to local unit customer and provide primary interface with the communications and information squadron, when the question/problem is beyond local support capabilities, is also the responsibility of information managers. Duties include: selecting operating area, installing equipment, providing limited software application assistance for commonly used office automation applications purchased from standard AF infrastructure support contracts; performing e-mail address group maintenance, modifying and deleting passwords and user privileges, and maintaining access controls. Staff support includes those information managers who provide executive and information management support within an organization, such as the information managers on the commander's staff or those assigned to individual units or offices. These personnel are functionally managed by the senior IM NCO at home station and at the deployed location.

23.36. Publishing. The concept of operations for publications and forms management, publications and forms distribution; the types of publications and forms required; the development of new publications and forms; and methods of distributing, stockpiling, and pre-positioning publishing equipment and supplies. Particular attention should be paid to evolving initiatives for creation, delivery, and use of electronic publishing products, such as CD-ROM and the Air Force Electronic Publishing Library (AFEPL), internet and bulletin board systems (BBS). Units must use current guidance in all phases of operational planning and execution to include publications in contingency kits. Current versions of AF, MAJCOM and other applicable publications are located on the World Wide Web (WWW), CD-ROM or BBS.

23.37. Records Management. This subparagraph assigns responsibility for complete information life-cycle management by organizations that create, collect, store, access, retrieve, and dispose of records, as well as the deployed records manager.

23.37.1. All records created in the deployed location, regardless of media, are official government records that must be preserved and disposed of per Air Force disposition standards. Federal law dictates that we properly organize, maintain, and retain official records to preserve America's and the USAF's documentary heritage, thereby ensuring the availability of important information for legal and historical purposes, and for use as lessons learned.

23.37.2. The deployed records manager is the liaison between the information creator and the Archivist of the United States through the Air Force Records Officer (AFCIC/ITC) to facilitate guidance on disposition of records. Records Managers must be experienced in Air Force record keeping and knowledgeable of all Federal laws and guidance such as the Paperwork Reduction Act, OMB Circular A-130, Privacy Act, and Freedom of Information Act. Furthermore, records managers must actively engage in the development, procurement, and maintenance of related resources or assets used to manage information, (i.e., personnel, equipment, funds, and technology).

23.37.3. Annex K should include guidance for deploying existing offices of record with established files plans and, where required, establishing new offices of record, developing file plans, establishing procedures to ensure the proper retention and disposition of records created and maintained in electronic systems, ensuring efficient storage and adequate protection of records, and properly disposing records. The Records Management section of the annex must also identify sensitive records, their location, and instructions for their protection and emergency disposal. Sensitive records include personal records covered by the Privacy Act (PA) and those exempt from public disclosure (For Official Use Only (FOUO)) under the Freedom of Information Act (FOIA). Records managers must develop and ensure execution of plans to protect, back up, and store vital records and those with permanent historical value-regardless of the media they are stored on. Be especially mindful of protecting names and duty addresses of personnel deployed overseas, those alerted for deployment, or those who are assigned to sensitive or routinely deployable units. Apply equal caution with the “mosaic” factor, the release of apparently harmless pieces of information, that, when assembled together, could reveal a damaging picture.

23.37.4. Reports Management. Proper procedures must be established for the submission and collection of Air Force reports during emergency and crisis conditions, to include reporting information by message during MINIMIZE conditions. All Air Force internal reports have an emergency status code (ESC) and report control symbol (RCS) number assigned during these conditions. See AFI 37-124/AFI 33-324 for detailed guidance.

23.37.4.1. Emergency Status Code (ESC). OPRs generating an internal information collection assign an ESC to guide the reporting procedures during emergency and crisis conditions. The status and precedence code assigned to a report should reflect its need during conditions that are sufficiently degraded to hinder the collection of the data. The assignment of the ESC is important because a report with a lesser precedence may affect another with a higher precedence, which could directly affect the wartime mission. Also, many reports affect up-channel reporting requirements. The following codes are used in prescribing directives that implement a reporting requirement. Include one of the following statements:

“This report is designated emergency status code. . .

D-Immediately discontinue reporting data requirements during emergency conditions.

C1-Continue reporting during emergency conditions, priority precedence. Submit data requirements assigned this category as prescribed or by any means to ensure arrival on the established due dates.

C2-Continue reporting during emergency conditions, normal precedence. Submit data requirements in this category as prescribed, or as soon as possible after submission of priority reports.

C3-Continue reporting during emergency conditions, delayed precedence. Submit data requirements as prescribed, but they may be delayed to allow submission of higher precedence reports. Submit by non-electronic means, if possible.”

23.37.4.1.1. MINIMIZE. OPRs generating an internal reporting requirement that is sent by message must consider reporting procedures during MINIMIZE. The prescribing directive for these reports include one of the following statements:

23.37.4.1.1.1. Continue reporting during MINIMIZE.

23.37.4.1.1.2. Discontinue reporting during MINIMIZE.

23.38. Administrative Communications. This support area includes operation of the base information transfer system (BITS); the document security function; the concept of operations for postal support; official mail, facsimile, and electronic mail (e-mail); and establishment/ management of a central destruction facility for classified waste (users are responsible for destroying their own classified waste). (NOTE: Commands may align this responsibility anywhere within the deployed Communications and Information Squadron). Include a list of approved office symbols for the deployed site as TAB 1 to Appendix 8 to Annex K. The special orders function has been decentralized and will remain so when deployed.

23.39. Postal. The Air Force inventory of postal personnel is extremely limited because it is basically an overseas requirement. While assigned postal duties, individuals carry the SDI 8M000; upon completion of postal duty, they return to their primary AFSCs and are often tasked for postal deployments due to their prior postal experience. It is important to remember that the Military Postal Service Agency (MPSA) is the DOD single manager for the Military Postal Service. Air Force or Army postal squadrons serve as the theater single service managers for their respective AORs, depending on joint guidance. Unlike other aspects of the communications and information community, postal UTCs are deployed based on the end-strength population of the deployed location. See the following pages for postal matrices.

**Military Post Office/Air Post Office
UNIT TYPE CODE (UTC) MATRIX**

NOTES:

1. Initial tasking of 6KDB2 (SDI 8MOOO) must be Technical Sergeant.
2. Subsequent tasking of 6KDB2 (SDI 8MOOO) at same location may not require a Technical Sergeant.

BASE POPULA- TION	6KDB2(1 SDI 8M000)	6KDB4 (1 3A0X1)	6KDB6 APO EQUIP	SDI 8M000	AFSC 3A0X1	TOTAL PERSONNEL
UP TO 1,000	1	1	1	1	1	2
1,001 - 2,000	1	1	1	2	2	4
2,001 - 3,000	1	1	1	3	3	6
3,001 - 4,000	1	1	1	4	4	8
4,001 - 5,000	1	1	1	5	5	10
5,001 - 6,000	1	1	1	6	6	12
6,001 - 7,000	1	1	1	7	7	14
8,001 - 9,000	1	1	1	8	8	16
9,001 - 10,000	1	1	1	9	9	18
10,001 - 11,000	1	1	1	10	10	20
11,001 - 12,000	1	1	1	11	11	22
12,001 - 13,000	1	1	1	12	12	24
13,001 - 14,000	1	1	1	13	13	26
14,001 - 15,000	1	1	1	14	14	28
15,001 - 16,000	1	1	1	15	15	30
16,001 - 17,000	1	1	1	16	16	32
17,001 - 18,000	1	1	1	17	17	34
18,001 - 19,000	1	1	1	18	18	36
19,001 - 20,000	1	1	1	19	19	38
20,001 - 21,000	1	1	1	20	20	40

Aerial Mail Terminal (AMT)
UNIT TYPE CODE (UTC) MATRIX

NOTES:

1. This UTC matrix is provided to determine the number of various Postal UTCs for building an Aerial Mail Terminal (AMT) capability at a bare base location. This formula can also be used to augment existing AMTs.
2. UTCs 6KDB2 and 6KDB4 are usually used to build a Military Post Office/Air Post Office (APO/MPO).
3. The initial use of 6KDB1 requires deployment of an E-6 or E-7 Special Duty Identifier (SDI) 8M000 to supervise the AMT operation.

THEATER POPULATION	6KDB1 (2 SDI 8M000)	6KDB3 (2 3A0X1)	6KDB4 (1 3A0X1)	6KDB5 EQUIP	TOTAL 8M000	TOTAL 3A0X1	TOTAL PERSONNEL
UP TO 5,000	2	-	1	1	4	1	5
5,001 - 6,500	4	-	1	1	8	1	9
6,501 - 8,000	4	2	1	1	8	5	13
8,001 - 9,500	4	2	2	1	8	6	14
9,501 - 11,000	4	2	2	2	8	6	14
11,001 - 12,500	4	2	2	2	8	6	14
12,501 - 14,000	4	2	3	2	8	7	15
14,001 - 15,500	6	2	3	3	12	7	19
15,501 - 17,000	6	4	3	3	12	11	23
17,001 - 18,500	6	4	4	3	12	12	24
18,501 - 20,000	6	4	4	4	12	12	24
20,001 - 21,500	6	4	4	4	12	12	24
21,501 - 23,000	6	4	5	4	12	13	25
23,001 - 24,500	8	4	5	4	16	13	29
24,501 - 26,000	8	6	5	5	16	17	33
26,001 - 27,500	8	6	6	5	16	18	34
27,501 - 29,000	8	6	6	5	16	18	34
29,001 - 30,500	8	6	6	6	16	18	34
30,501 - 32,000	8	6	7	6	16	19	35
32,001 - 33,500	10	6	7	6	20	19	39
33,501 - 35,000	10	8	7	7	20	23	43
35,001 - 36,500	10	8	8	7	20	24	44
36,501 - 38,000	10	8	8	7	20	24	44
38,001 - 39,500	10	8	8	7	20	24	44
39,501 - 41,000	10	8	9	8	20	25	45
41,001 - 42,500	12	8	9	8	24	25	49
42,501 - 44,000	12	10	9	8	24	29	53
44,001 - 45,500	12	10	10	9	24	30	54
45,501 - 47,000	12	10	10	9	24	30	54
47,001 - 48,500	12	10	10	9	24	30	54
48,501 - 50,000	12	10	11	10	24	31	55
50,001 - 51,500	14	10	11	10	28	31	59
51,501 - 53,000	14	12	11	10	28	35	63

THEATER POPU- LATION	6KDB1 (2 SDI 8M000)	6KDB3 (2 3A0X1)	6KDB4 (1 3A0X1)	6KDB5 EQUIP	TOTAL 8M000	TOTAL 3A0X1	TOTAL PERSON- NEL
53,001 - 54,500	14	12	12	10	28	36	64
54,501 - 56,000	14	12	12	11	28	36	64
56,001 - 57,500	14	12	12	11	28	36	64
57,501 - 59,000	14	12	13	11	28	37	65

Aerial Mail Terminal (AMT)
UNIT TYPE CODE (UTC) MATRIX

THEATER POPU- LATION	6KDB1 (2 SDI 8M000)	6KDB3 (2 3A0X1)	6KDB4 (1 3A0X1)	6KDB5 EQUIP	TOTAL 8M000	TOTAL 3A0X1	TOTAL PERSONNEL
59,001 - 60,500	16	12	13	12	32	37	65
60,501 - 62,000	16	14	13	12	32	41	73
62,001 - 63,500	16	14	13	13	32	42	74
63,501 - 65,000	16	14	13	14	32	42	74
65,001 - 66,500	16	14	13	14	32	42	74
66,501 - 68,000	16	14	14	14	32	43	75
68,001 - 69,500	18	14	14	14	36	43	79
69,501 - 71,000	18	16	14	15	36	47	83
71,001 - 72,500	18	16	15	15	36	48	84
72,501 - 74,000	18	16	15	15	36	48	84
74,001 - 75,500	18	16	15	16	36	48	84
75,501 - 77,000	18	16	16	16	36	49	85
77,001 - 78,500	20	16	16	16	40	49	89
78,501 - 80,000	20	18	16	17	40	53	93
80,001 - 81,500	20	18	17	17	40	54	94
81,501 - 83,000	20	18	17	17	40	54	94
83,001 - 84,500	20	18	17	17	40	54	94
84,501 - 86,000	20	18	18	18	40	55	95
86,001 - 87,500	22	18	18	18	44	55	99
87,501 - 89,000	22	20	18	18	44	59	103
89,001 - 90,500	22	20	19	19	44	60	104
90,501 - 92,000	22	20	19	19	44	60	104
92,001 - 93,500	22	20	19	19	44	60	104
93,501 - 95,000	22	20	20	20	44	61	105
95,001 - 96,500	24	20	20	20	48	61	109
96,501 - 98,000	24	22	20	20	48	65	113
98,001 - 99,500	24	22	21	20	48	68	114
99,501 - 101,000	24	22	21	21	48	66	114

23.39.1. Postal Support. Postal support will be provided by the Air Postal Squadron in the appropriate theater of operations. Planners should work closely with these personnel to ensure official administrative communications are expedited and personal mail services are established. The BITS and personal mail functions have been combined at USAFE locations; worldwide adoption of this structure may follow at the completion of the test phase in late CY 97. When other DOD service populations are involved, particularly for joint operations, the USAF Command Postal Manager will determine and recommend clerk and equipment support. See Appendix 9 to Annex K of this manual for further guidance.

23.39.1.1. Identify air postal squadron and detachment representatives, and coordinate their assigned tasks (see AFDIR 37-135, Air Force Address Directory, for a list of postal activities).

23.39.1.2. Identify facilities that could be used for air post offices and aerial mail terminals.

23.39.1.3. Coordinate with air postal squadron and detachment representatives on the host government national postal system. (Since there is a monopoly on mail transportation and postal revenue in most foreign countries similar to that of the US Postal Service, there must be an agreement on customs limitations and restrictions.)

23.39.1.4. Outline policies for receipt of personal mail by forces moving to an overseas area as part of a classified operation.

23.39.1.5. Coordinate with transportation representatives to ensure sufficient air and vehicle support to move personal and official mail to and from APOE-APOD locations to the Aerial Mail Terminal (AMT)/Mail Control Activity (MCA) and Air Post Office locations for postal service personnel during contingency operations.

23.39.1.6. Coordinate with transportation representatives to ensure sufficient air and vehicle support to move personal and official mail from the Aerial Mail Terminal to Air Post Office locations.

23.39.1.7. Coordinate with the Air Postal Squadron/Flight or Air Post Office to establish procedures for delivery of official and personal mail at installation level. Determine if personal mail will be delivered through a Postal Service Center (PSC) or if a unit mailroom concept will be employed. Refer to DOD 4425.8-M/Air Force Supplement and DOD 4525.6-M, Volume II, DOD Postal Manual. Notify units and establish procedures accordingly.

23.39.1.8. Ensure policies and procedures are established for handling mail bombs, contaminated mail and mail for casualties.

23.40. Information Management Guidance in Other Annexes. Each functional area must consider and plan for its internal information management requirements (people, equipment, and handling of their information resource) and document these requirements in their individual annexes. Each functional area “owns” its information resource and is therefore responsible for its life cycle management --from creation, collection, access, and retrieval to storage, and disposal. The deployed Communications and Information Squadron provides customers with life cycle management services to assist in that regard. Records management processes or guidance internal to other functional annexes should be coordinated with the MAJCOM or base records manager.

Section 23G—The Communications and Information Systems Annex (Annex K)

23.41. Annex K, Format. Only those items peculiar to the Air Force and not covered by the example taken from JOPEs, Volume I, will be addressed. For example, in addition to the appendices required by JOPEs, Air Force operations plans must include an appendix on frequency support if an Annex K is written for the plan. An Annex K should only be written when instructions are detailed enough to warrant a separate annex.

23.42. Annex K, Situation. This section is extremely important. It addresses enemy and friendly capabilities, assumptions, and resource availability. Inadequate attention given to assumptions can cause an inordinate expenditure of resources, or even cause a plan to fail. Assumptions must have a logical basis derived through study of historical facts, doctrine, intelligence estimates, etc. Failure to formulate good assumptions can result in failure to identify crucial and complex problems that require detailed planning.

23.43. Annex K, Mission. A clear and concise Comm and Info mission must be stated in terms of the overall operation. The executing commands should be informed of the Comm and Info systems and operations required to support the operation.

NOTE: The statement of the Comm and Info mission may require several subparagraphs in view of the many aspects of Comm and Info support.

23.44. Annex K, Execution (Operational Concept, Tasks, Special Measures). This paragraph contains a brief overview of the support for the entire operation, including the overall capabilities of the in-place Comm and Info systems, both before and after arrival of any additive forces. This overview may be expanded in the appropriate appendices. This section should not list the equipment, only the types of services to be provided. It is extremely important to identify all limiting factors, such as equipment, personnel, support, etc. Any factors which significantly degrade the warfighting capability should be forwarded to the appropriate staff for possible programming action and considered for inclusion in the commander's situation reports. The special measures paragraph has multiple uses. It is not limited to any particular requirements and may be used to describe unusual procedures or operations peculiar to the Comm and Info systems support. If not applicable, the special measures subparagraph may be deleted.

23.45. Annex K, Administration and Logistics. This section provides administrative guidance for subordinate and collateral organizations to identify and report differences between tasking and capabilities. This process allows discrepancies to be identified at the tasked level. Actions can then be taken to correct these discrepancies, (i.e., execution planning, TPFDD changes, and annual plan revision). This section is also used to provide guidance for required reports and reporting procedures, including reports to allied headquarters. Special logistics considerations are addressed here as well. This section is used to discuss wartime procedures for maintaining Comm and Info systems that are under contract during peacetime. It may also discuss unit capability to logistically support the taskings under the plan. Additional items could be procedures for obtaining locally procured parts or using pre-positioned assets.

23.46. Annex K, Command and Signal. This paragraph describes the systems control (SYSCON) hierarchy and identifies up-channel and down-channel reporting requirements. It also summarizes the Comm and Info systems required in support of plan execution.

23.47. Annex K, Appendix 1, Communications Security. This appendix briefly describes the operational situation and the supporting Comm and Info systems. Special emphasis is placed on areas of the plan requiring COMSEC consideration. Common problem areas, such as unclassified administrative and operational reporting, use of call signs, and physical security of COMSEC material are included here. See **Section 23C** of this chapter for further guidance.

23.48. Annex K, Appendix 2, C4 Information Systems Protection. This appendix is extremely important in assessing the ability to provide adequate information protection of all Comm and Info systems throughout the period of conflict. It is designed to ensure the effectiveness of friendly command and control forces, and it requires an in-depth analysis of both defensive and offensive options in the protection of Comm and Info systems. At a minimum, coordination with operations, air base survivability, and electronics combat planners is mandatory. More detailed guidance is presented in JOPES, Volume II.

23.49. Annex K, Appendix 3, Communications Planning. This is an appendix prescribed by JOPES to allow planners to expand upon areas of special interest that do not fall logically in the prescribed paragraphs or appendices. Planners may add tabs to this appendix to cover any necessary information.

23.50. Annex K, Appendix 4, Satellite Communications Planning. This is an appendix prescribed by JOPES to allow planners to expand upon satellite communications. Planners should use the tabs to this appendix to address the necessary information.

23.51. Annex K, Appendix 5, Frequency Support. This appendix provides guidance to the component commander and MAJCOM frequency manager for procedures to be used in coordinating and assigning radio frequencies for use within a theater of operations. Procedures are also included for conducting field analyses, responding to electromagnetic interference (EMI) or hostile EMI, and establishing the coordination necessary in the field to minimize interference and deconflict EW and Intel frequency use.

23.52. Annex K, Appendix 6, Video Teleconferencing and Communications Requirements. This appendix provides VTC system managers and major functional users guidance on identifying deployed VTC requirements. See AFI 33-117 for further guidance.

23.53. Annex K, Appendix 7, Visual Information and Combat Camera Documentation. This appendix replaces the former Appendix 12 to Annex C. It provides guidance for establishing a Deployed Wing Visual Information Support Center (VISC), printing management, to include printing and copying support and combat camera documentation resources. VISCs provide still imagery, limited video documentation, graphics and presentations support, and Armament Delivery Recording (gun and bomb camera) imagery management. Combat camera units are special mission forces who provide video and photojournalism, and theater-level processing/transmission teams.

23.54. Annex K, Appendix 8, Information Management. This appendix replaces the former Annex U, and provides guidance for establishment of information management functions to include: administrative communications support; publishing, to include publications/forms distribution and internet; records management; and information management systems.

23.55. Annex K, Appendix 9, Postal. This appendix replaces the former Appendix 9 to Annex E. It identifies the requirements for establishing Aerial Mail Terminals and Military/Air Post Offices. Military Postal Services Agency (MPSA) responsibilities, levels of service, and transportation of mail are also addressed in this annex.

23.56. Other Appendices. Although not specified, other appendices may be developed if they are needed. The use of additional appendices is encouraged to fully describe all aspects of required Comm and Info systems support. Aspects to consider for additional appendices are:

- 23.56.1. Intelligence.
- 23.56.2. NBC Defense Operations.
- 23.56.3. Special Operations.
- 23.56.4. Search and Rescue Operations.
- 23.56.5. Air Base Operability.

- 23.56.6. Logistics.
- 23.56.7. Personnel.
- 23.56.8. Public affairs.
- 23.56.9. Weather communications and equipment maintenance.
- 23.56.10. Air traffic control.
- 23.56.11. Satellite connectivity.
- 23.56.12. Defense Communications System (DCS) connectivity.
- 23.56.13. Circuit allocation.
- 23.56.14. Mission essential circuit lists.
- 23.56.15. Procedures for tactical interface.
- 23.56.16. Space Operations.
- 23.56.17. Pre-positioned assets and wartime host nation support.
- 23.56.18. Medical services.
- 23.56.19. Civil Engineering and installation management.
- 23.56.20. Force Protection and Air Base Defense.
- 23.56.21. Information Management systems connectivity.
- 23.56.22. Support to attached sites (collocated operating bases, forward operating locations, remote sites, dispersal base, standby bases, etc.).
- 23.56.23. Support required by Supporting Commands.
- 23.56.24. Reception and beddown of deploying forces.
- 23.56.25. Combat Reporting connectivity requirements.

23.57. Form Prescribed. AF Form 209.

Chapter 24

OPERATION SECURITY PLANNING

24.1. General.

24.1.1. Operations Security (OPSEC) is a systematic process encompassing all phases of operations, from planning through execution. It applies to any plan, operation, program, activity, or project. The process is continuous and takes into consideration the changing nature of all threats, friendly vulnerabilities, and the phasing of the operation or activity.

24.1.2. OPSEC's unique contribution to mission effectiveness stems from its systematic and comprehensive analyses designed to identify observable friendly actions that could betray intentions or capabilities. To maximize benefits, the OPSEC process must be fully integrated into all planning efforts in all functional areas.

24.1.3. The actions required to plan and execute a specific activity often provide unique observable signatures. To reduce these signatures, OPSEC planning must begin simultaneously with, and be integrated into planning for the operation or activity. Initial OPSEC planning objectives are to identify critical information, anticipate OPSEC indicators and their vulnerabilities to adversary exploitation, and determine OPSEC measures to be taken prior to the start of the operation or activity. After an operation or activity is under way, OPSEC analysis and planning are equally important in detecting additional vulnerabilities as they arise and for implementing responsive OPSEC measures in a timely manner.

24.2. Sequence of the OPSEC Process. Below are steps for effective OPSEC planning. Although the sequence is generally as presented, most situations dictate dynamic interaction among all the steps.

24.2.1. Determine critical information.

24.2.2. Identify indicators of friendly actions, capabilities, limitations and intentions.

24.2.3. Determine OPSEC vulnerabilities.

24.2.4. Devise OPSEC measures.

24.2.5. Brief participants.

24.2.6. Execute OPSEC measures and monitor the situation.

24.3. Determine Critical Information. Fundamental to OPSEC planning is determining critical information whose protection will enhance military effectiveness. The initial planning guidance should identify such information.

24.3.1. The OPSEC process is a command responsibility. Commanders responsible for primary mission success must ensure the process is initiated and integrated throughout each function conducting or supporting the operation. Commanders initiate the OPSEC process at the conceptual phase of the planning process by identifying general, key items of information about friendly intentions, capabilities and limitations that should be kept from enemy decision makers. Knowledge of this critical information or data by the adversary could adversely effect the success of the operation or activity.

24.3.2. Critical information is further refined by examining the body of knowledge probably known to adversaries about the competitive situation and US intentions and goals. The OPSEC planner must

estimate what further information the enemy would need to effectively counteract or undermine friendly objectives. It is crucial that such estimates be based on the perspectives of adversary leaders or their supporting planners.

24.3.3. Additional critical information may be identified during the operation. Critical information should always be reevaluated, revalidated and adjusted as necessary in the light of analysis performed during subsequent parts of the OPSEC planning process.

24.4. Identify Indicators of Friendly Actions, Capabilities, Limitations, and Intentions.

24.4.1. Essential Elements of Friendly Information (EEFI).

24.4.1.1. OPSEC planning guidance should indicate broad EEFI for adversary planners and decision makers, and critical information that answers EEFI. Various functional planners will identify and include more specific EEFI, and address critical information in their sections of plans. These more specific EEFI will be used to identify indicators, e.g.:

24.4.1.1.1. Force. Are there signs of special weapons or ground support equipment that might suggest that new or additional aircraft are being positioned for operations? What type of aircraft?

24.4.1.1.2. Target. Have there been references to unusual mapping and charting requirements? Have there been unusual reconnaissance activities focused toward a given area?

24.4.1.1.3. Target and Time. Have there been any unusual flight advisories, or notices to airmen, and/or mariners?

24.4.1.2. To provide a more thorough and comprehensive analysis, EEFI are stated as questions. Answers to specific EEFI questions often stimulate additional EEFI questions. In fact, the answer to an EEFI question could prove to be a critical piece of information that previously was not readily apparent.

24.4.1.3. To develop EEFI, the OPSEC planner should consult closely with all staff elements. Especially important are consultations with the operations planners developing the overall concept of operations as well as consultation with those planners responsible for supply, transportation, and C3 arrangements in support of the operational concept. Logistics and C3 arrangements are key areas foreign intelligence organizations seek to exploit because of the abundant indicators associated to those activities.

24.4.2. Detectable Activities. This section of the plan should include detectable activities or indicators that aid an adversary's intelligence organizations to answer EEFI. An indicator's various characteristics should be viewed not only for their individual utility to an adversary but also for their usefulness when combined with other indicators. Planners should be aware of the various types of indicators and list those that are applicable to the activities being planned.

24.4.2.1. Signature. A signature is a characteristic of an indicator that makes it identifiable or causes it to stand out. Key signature properties are uniqueness and stability. Uncommon or unique features reduce the ambiguity of an indicator and minimize the number of other indicators that must be observed to confirm its significance. An indicator's signature stability, implying constant or stereotyped behavior, can allow an adversary to predict intentions. Varying the pattern of behavior decreases the signature's stability and thus increases the ambiguity of the adversary's observations. Procedural features are an important part of any indicator signature and may pro-

vide the greatest value to an adversary. They identify how, when, and where the indicator occurs and what part it plays in the overall scheme of operations and activities.

24.4.2.2. Associations. Associations are the true keys to adversary interpretation. Information is continually compared with what has been accumulated in the past in an effort to identify possible relationships. For example, a distinctive piece of ground-support equipment known to be used for servicing strategic bombers might be observed at a tactical fighter base leading the intelligence analyst to conclude that a strategic bomber presence is or will be established there. He then will look for other indicators and attempt to form other associations to verify earlier conclusions and determine more precisely the nature of the apparent bomber presence at a normally all-fighter base. Another key association deals with continuity of actions, objects, or other indicators that may register as patterns to the observer or analyst. Such continuity may not be the result of planned procedures but may result instead from repetitive practices or sequencing to accomplish a goal. If, for example, intensive generation of aircraft sorties is always preceded by a maintenance stand down to increase aircraft readiness, detecting and observing the stand down may allow the adversary analyst to predict the subsequent launch activity. Moreover, based on past patterns of the length of such stand downs, the analyst may even be able to judge the scope of the sortie generation. Also, administrative organizations may be arranged symmetrically; thus, when some components are detected, others that are not readily apparent can be assumed to exist. Thus, in some situations, a pattern taken as a whole can be treated as a single indicator, simplifying intelligence analysis.

24.4.2.3. Profiles. In addition to summarizing the meaning of individual indicators and patterns, a profile normally implies that there are other indicators that cannot be observed or detected. Each functional activity has a profile made up of more-or-less unique indicators, patterns, and associations. The profile of an aircraft deployment, for example, may be unique to the aircraft type (strategic bomber) or mission (equipped with cruise missiles or gravity bombs--either nuclear or nonnuclear). This profile, in turn, has several sub-profiles for the functional activities needed to deploy the particular mission aircraft (i.e., fuels, avionics, munitions, communications, air traffic control, supply, transportation, and personnel). If a functional profile does not deviate greatly from one operation to the next, it contributes little to interpretation and understanding by the observer or the analyst. If the functional profile is unique, however, it may contain the key or only indicator needed to determine what operation is occurring, thus minimizing the need to look harder for additional clues. Such unique profiles cut the time needed to make accurate situation estimates. As a result, they are primary tools of warning because they provide a background for contrast.

24.4.2.4. Contrasts. Contrasts are the most reliable means of detection because they depend on changes in established profiles. They also are simpler to use because they need only to be recognized, not understood.

24.4.2.5. Exposure. Duration, repetition, and timing of an indicator's exposure can affect its relative importance and meaning. Limiting the duration and repetition of exposure reduces the amount of detail that can be observed and the associations that can be formed. An indicator (object or action) that appears over a long period of time will be assimilated into an overall profile and assigned a meaning. An indicator that appears for a short time and does not appear again may, if it has a high interest value, persist in the adversary intelligence data base. Or, if there is little or no interest, the indicator may fade into the background of insignificant anomalies. An indicator

that appears repeatedly will be studied carefully as a contrast to normal profiles. Because of a short exposure time, the observer or analyst may not detect key characteristics of the indicator the first time it is seen. But, he can formulate questions and focus collection assets to provide answers if the indicator is observed again. Repetition of the indicator in relationship to an operation, activity, or exercise will add it to the profile even if the purpose of the indicator is not understood by the adversary. Indicators limited to a single isolated exposure are difficult to detect and evaluate.

24.5. OPSEC Vulnerabilities. OPSEC vulnerabilities exist when several factors coincide. The first of these factors is the existence of indicators accessible to the adversary's intelligence collection systems. Next, the adversary must be able to process, evaluate, and accurately interpret the collected information. Finally, he must react to his interpretations in sufficient time and manner to degrade friendly effectiveness. This degradation can be near-term if there are numerous observable activities providing indicators such as those associated with planning and executing friendly contingency operations. Or, the adverse effect on friendly effectiveness can be more incremental if indicators are less abundant but, nonetheless, contribute to an adversary's data base that ultimately will enable such degradation. The key to determining OPSEC vulnerabilities is an understanding of the hostile intelligence threat--what does the adversary know already and what is his ability to fill his information gaps?

24.5.1. Intelligence Threat. The OPSEC concept aims at neutralizing or manipulating, when it is to US advantage, the worldwide, multi-disciplined hostile intelligence system (HOIS) threat to all US military operations and activities. An intelligence system is one that manages the gathering and evaluation of data for the purpose of preparing estimates as a basis for taking action. The term is not limited to formal intelligence organizations or services but can include any system, in all its parts, that accomplishes such tasks in support of a broader mission or objective. Detailed information about specific HOIS capabilities is available from counterintelligence and intelligence organizations and should be used when conducting OPSEC planning.

24.5.2. OPSEC Vulnerability Risk Assessment. The operational commander or person responsible for the success or failure of the overall activity must assess possible adversary exploitation of the vulnerabilities relating to the effectiveness of the operation or activity. Only the commander can decide to implement protective measures, with the likely hindrances to operational, logistic, or procedural efficiency. However, if the commander chooses not to implement protective measures for a known vulnerability, he also must accept the risks to the operation's potential effectiveness. If the adversary has deduced the objective area and time of an air strike, how will it affect friendly loss rates? Would perishable targets remain in the objective area? A weapon system is of little value if it can be countered technically or through modified tactics. In assessing OPSEC vulnerability risks, putting excessive weight on efficiency or absolute resource costs, particularly in peacetime, should be avoided. OPSEC costs must be weighed on a relative scale against intended mission effectiveness.

24.5.3. Need for OPSEC Measures. EEFI answers that probably would result in harmful adversary actions form the basis for classification guidance. It is necessary to assess whether traditional security measures (personnel, physical, cryptographic, special access, document, automated data processing) can sufficiently preserve essential secrecy of the answers to these EEFI questions. If not, OPSEC measures must be planned and implemented.

24.6. OPSEC Measures. OPSEC measures result from the evaluation of how to execute activities to best meet the required essential secrecy conditions. After necessary actions that can be exploited by foreign intelligence systems have been identified, various protective measures for such observables must be eval-

uated. The most desirable OPSEC measure is one that combines the highest possible protection with minimum impact on operational effectiveness.

24.6.1. OPSEC measures are divided into three categories: action control, countermeasures, and counter-analysis. The development of OPSEC measures involves an iterative process of planning and analysis.

24.6.2. Alternative sets of OPSEC measures will present varied costs and advantages, with varied and concomitant risks to operational effectiveness in accomplishing tasks. The commander or other decision maker responsible for the mission or task selects the OPSEC measures (including a no-measures alternative) and resources to be used.

24.7. Briefings. OPSEC measures should be executed as command-directed measures and as individual actions. Effectiveness requires that OPSEC briefings be provided to planners, participants, and those supporting operations, exercises, and other activities. Briefings should be tailored to the responsibilities of the group addressed, stressing the possible adverse results of failure to adequately plan for and implement OPSEC or using problems encountered during past operations as examples of where effective use of OPSEC measures would have contributed to a more successful operations. Briefings are given by OPSEC officers and other cognizant planners, managers, and security and support personnel.

24.8. Monitoring. OPSEC measures will be executed when directed by the commander or as stipulated in plans and OPSEC annexes. During execution, OPSEC planners must monitor the situation to ensure that taskings are being accomplished and to evaluate the effectiveness of OPSEC measures. The sooner monitoring starts, the easier it is to keep track of material obtainable by foreign nations. Monitoring tasks include intelligence and counterintelligence collection, examination of public media, signals security (SIGSEC) assessment (including COMSEC and electronic security monitoring), and reporting OPSEC measures implemented. Monitoring can also be accomplished by other staff officers, friendly intelligence collectors, counterintelligence, OPSEC survey teams, or commanders' visits. Development of a centralized monitoring effort will make optimum use of all possible feedback sources. Monitoring enables OPSEC officers to:

24.8.1. Evaluate in a timely manner the effectiveness of the OPSEC measures being used.

24.8.2. Reinforce emphasis as needed.

24.8.3. Recommend adjustments to improve the effectiveness of the existing OPSEC measures.

24.8.4. Recommend new OPSEC measures if significant new weaknesses are noted as the operation proceeds to completion.

Chapter 25

SERVICES PLANNING

25.1. Purpose: The purpose of Services planning is to plan the Air Force Services role in providing deployable, life sustaining support to contingency operations and warfighting commanders.

25.2. Scope of Services Planning. Services support planning plays a critical role in operations plans. It is essential that Services planners employ all resources judiciously to build a force which is highly qualified and combat capable. These capabilities demand that all forces be knowledgeable and able to perform basic wartime tasks and taskings unique to the Services career field.

25.2.1. The Services mission and employment doctrine in support of a regional OPLAN includes food service, lodging, laundry, troop issue, mortuary affairs, fitness, and recreation.

25.2.2. Force planning calls for an increased emphasis on force projection capabilities, more flexible, rapidly responding, precise, lethal forces with global reach. Services forces must possess the ability to support combat forces in a responsive manner over great distances. Planners must integrate Services forces for Air Force deliberate and contingency planning using the Air Force Core UTC Package concept.

25.3. Planning Process. This section describes how Services planners prepare Appendix 10 to Annex D, Services (see AFMAN 10-401, Volume II). For additional guidance, see Annex GG of WMP-1.

25.3.1. Planners must first define the Services missions required. The plan should include the planning factors and assumptions used to derive these requirements and guidance on how the requirements are to be satisfied. Specific attention should be focused on any Service shortfalls so they can be satisfied or identified in the plan.

25.3.2. For CONPLANs and OPLANs, Prime RIBS (Readiness in Base Services) UTCs are used for manpower support with consideration given to in-place forces, existing contracts, and assured host nation support.

25.3.3. A separate paragraph is used for each of the primary Services: food service, lodging, mortuary affairs, fitness and recreation, laundry, troop support, and field exchange.

25.3.4. The appendix should be based on the equipment available for the plan, such as Harvest Falcon, Harvest Eagle, Harvest Bare, Field Exchange, fixed facilities, etc., for both main base operations and field environments.

25.3.5. Planners must calculate existing facility and equipment surge capacities to determine the maximum population that can be supported. Planners must then compare surge capacities with OPLAN population requirements and identify limiting factors and shortfalls.

25.3.6. Sources for field equipment and civilian contract facilities and Services must be identified and listed.

25.3.7. Planners must consider existing Host/Tenant Support Agreements.

25.4. Planning Concepts. Services responsibilities for combat service support under regional operational planning concepts may include one or more of the tasks required for initial beddown, food service,

troop support, lodging, mortuary affairs, and laundry planning. Theater specific requirements must be addressed separately. Under the lead/follow support concept, each active lead flying squadron normally requires one LWRR1 Prime Readiness in Base Services (RIBS) team. For each follow-on flying squadron, one LWRR2 Prime RIBS team is normally required.

25.4.1. Food service must be able to maintain a cook-to-customer ratio under 1:50. Food service must be able to sustain operations using the two prepared meals and one MRE concept, and be able to graduate to three prepared meals per day.

25.4.2. Billeting must be able to control all bed assignment and terminations, and control multiple lodging facilities; e.g., tent cities, MOB lodging, host nation facilities and contract quarters.

25.4.3. Mortuary operations capabilities under the deterrent phase consists of continuing the current death program and final planning actions required to implement remains processing and temporary mass burial if required. The force structure required to implement remains processing is available under the warfighting phase of operations with the additional Services personnel provided.

25.4.4. Laundry operations will normally consist of self-service washers and dryers. The lodging function will provide supervision and execution of laundry support planning. Field laundry support is required for third/fourth echelon (3E/4E) medical contingents.

25.4.5. Fitness and recreation activities should be planned to commence operation as soon as initial beddown tasks are completed. The majority of fitness, sports, and recreation activities will be conducted during the sustainment phase and are normally reduced during beddown and warfighting.

Chapter 26

SAFETY PLANNING

26.1. Safety in Contingency Operations. Safety planning and risk management can prevent the accidental destruction or loss of aerospace forces used to carry out an assigned mission. Safety principles and rules apply, even during war. However, commanders may deviate from them when emergencies or combat demand immediate action to protect, handle, service, transport, or employ a weapon system to satisfy mission objectives. The safety planner must recognize necessary planning variations in wartime, be fully aware of the commander's analysis of the mission, and make safety plans that promote mission objectives.

26.1.1. Time, location, facilities, equipment, and mission urgency can make it necessary to accept certain hazards and risks to achieve the necessary objectives.

26.1.1.1. All safety standards and programs will be considered during mission planning. Certain missions may, however, require acceptance of unpreventable hazards to reach primary mission objectives.

26.1.1.2. The acceptance of hazards or risks under certain conditions does not mean they should be allowed to become operational norms. When full safety compliance cannot be maintained, every available and practical measure must be applied to reduce or control the hazard.

26.1.1.3. When the need for noncompliance no longer exists, standard safety procedures must be reinstituted. An immediate safety study may then be made to set up procedures to use in similar situations in the future. When risks or hazards are accepted, all personnel involved in the operation should be completely informed of what these conditions are, why they exist, what adverse effects they may create, and how to best cope with them.

26.2. The Purpose and Scope of Safety Planning. This chapter discusses safety planning as a part of the wartime planning process. It may be used for some HQ USAF planning functions, but it applies chiefly to MAJCOM plans and subordinate unit support plans. Unified command safety planning requires special attention to command and control, coordination, and responsibility.

26.3. Planning Considerations for Safety Planners.

26.3.1. Wartime safety planning must cover all safety disciplines (e.g. flight, ground, and weapons). Planners must avoid over-emphasizing one safety area to the exclusion of others.

26.3.2. The safety planner must be familiar with other functional area plans and coordinate with OPRs in these areas. These would include operations, maintenance, civil engineering, communication-electronics, and logistics.

26.3.3. At various levels, details differ in safety plans, and in supported or supporting plans. A supported MAJCOM plan may assign responsibilities for overall safety tasks to subordinate units and identify safety responsibilities that are peculiar to the specific plan objectives. Intermediate level and unit supporting plans may further define responsibilities and general tasks, and identify specific accident prevention actions required to carry out the unit's planned mission safely.

26.3.4. Exercises and evaluations which permit examination of plan effectiveness, either in whole or in part, should be used as a guide for further safety planning.

26.3.5. Organization Risk Management (ORM) should be integrated into all aspects of the planning process, especially where changes in processes and procedures are involved.

26.4. Planning Checklists. The safety planning checklist shown in AFMAN 10-401, Volume II, provides general guidance for safety planners. Air Force units use safety checklists which are specific and detailed for each functional area. Detailed checklists should be used in safety planning to ensure complete planning and preventive action.

26.5. Safety Reporting. Mishap and hazard reporting is well defined in AFI 91-204 by specific instructions. However, in a wartime situation, a plan may require deviations from normal command and control channels. In this case, mishap reporting becomes the responsibility of the owning/controlling command. Consequently, the Safety Annex must provide guidance for safety reporting, assign mishap prevention responsibilities, and specify the chain of command.

26.6. Hazardous Cargo. The movement of explosive cargo requires that planners recognize the capability and limitations of individual bases.

26.6.1. Detailed information on base capabilities is listed in the Flight Information Publication (FLIP) enroute supplements.

26.6.2. With adequate justification, a waiver can be granted to permit a base to temporarily exceed its approved explosives limits or number of parking aprons for hazardous cargo.

26.6.3. AFJI 11-204 contains the requirements for hazardous cargo notifications. They cannot be waived for security or any other reason.

26.7. Explosive Safety Standards.

26.7.1. Munitions storage facilities, explosives operations facilities, transportation routes, and explosives-loaded aircraft parking should be sited in accordance with AFMAN 91-201 separation requirements. These quantity-distance (Q-D) requirements are particularly important in a combat environment as they are essential to the preservation of mission capability. Compliance with Q-D separation requirements minimizes the damage an airbase sustains from hostile attacks on its munitions storage facilities, explosives operations facilities, and/or explosives loaded aircraft. Q-D separation provides the same benefit in the event of an explosives mishap.

26.7.2. In some cases, available real estate may not permit compliance with AFM 91-201 Q-D separation requirements. However, units should strive to come as close to compliance as circumstances will allow. Waivers must be forwarded in accordance with AFM 91-201, chapter 5 for those violations which can not be corrected within 30 days.

26.8. Preparing the Safety Annex. AFMAN 10-401, Volume II, Enclosure C, provides the format and guidance for content for Annex V, Safety, to a major component command OPLAN. The major paragraphs must be used as a minimum. Other paragraphs or appendices may be added if needed. **Chapter 8** provides additional administrative guidance. As the commander's safety advisor, the safety planner must plan action to achieve the commander's objectives. Safety planners and functional experts advise commanders and provide them with complete hazard and risk analyses in meeting missions and objectives. The safety planner's knowledge and ingenuity are required to carry out the mission with the least possible loss of resources.

Chapter 27

MEDICAL PLANNING

27.1. Purpose . This chapter augments the USAF War and Mobilization Plan, Vol 1 (WMP-1) Annex F (Medical Services), which provides the basic medical policies, references and considerations needed to develop Air Force plans to support contingency operations. This chapter provides specific guidelines for defining wartime medical requirements and identifying the medical resources to meet those requirements. The format for preparing medical services annexes is contained in Joint Pub 5-03.2 (Joint Operations Planning and Execution System) Volume II (Planning and Execution Formats and Guidance) and in AFMAN 10-401, Volume II, Section C.

27.2. Mission. The Air Force Medical Service mission is to ensure maximum wartime readiness by developing and operating a comprehensive community-based health care system that maintains the health and morale of Air Force members by providing or arranging timely and quality medical service for all active duty members, their families and other beneficiaries. During contingencies, this health care system must rapidly expand, mobilize, and deploy to provide medical support for Air Force and DOD operations worldwide.

27.3. Objectives. The supporting objectives of the Air Force Medical Service are summarized below. (A comprehensive medical planning checklist is contained in AFMAN 10-401, Volume II, Section F.)

27.3.1. Medical services capable of rapid transition and expansion to full-scale mobilization and to be ready to cope with any medical contingency.

27.3.2. Training for Medical Service personnel through a peacetime delivery system to support contingency plans.

27.3.3. An adequate rotation base to facilitate the management of medical personnel transfers and training functions inherent in providing global medical support for military forces.

27.3.4. Adequately supplied, equipped, staffed, and trained contingency medical units capable of rapidly deploying to support and sustain the total Air Force combat force mission.

27.4. Health Service Support Concept of Operations. The five echelon (5E) system of combat casualty care is the mechanism employed to systematically manage combat casualties. Echelons in this system are defined by the highest level of care they provide rather than by the size or structure of the facility. They are capable of all levels of care up to and including their designated echelon of care.

27.4.1. First Echelon. First echelon (1E) care is provided at or near the site of injury. It is referred to as Self-Aid and Buddy Care because care is limited to first aid measures provided by the wounded victim or his or her buddy. Patients may be transported by non-medical conveyance from the site of injury directly to the second echelon (2E) facility or to centralized casualty collection points (CCP). If available, patient retrieval teams (FFGLE) may also transport patients by ambulances, either organic ambulances or those provided by separate unit type (i.e., FFAMB), as appropriate.

27.4.2. Second Echelon. The 2E is the first level at which professional treatment is provided by trained medical/dental personnel. As described below, squadron medical elements (SME) and, if required, CCPs may be considered the beginning of the 2E. The objective of this level of care (echelon) is to rapidly return to duty the maximum number of casualties possible in order to sustain sortie

generation and prepare for transport to third/fourth echelon those casualties who cannot be returned to duty. The medical care unit providing 2E care may be located on-base, off-base, or a combination of on-base/off-base depending on the theater. Assemblages or medical treatment facilities (MTFs) performing 2E care may be sited off-base when in high threat areas or contamination occurs on-base.

27.4.2.1. Core Unit Type Codes (UTC). The core medical element for each supported aviation (3XXXX-Series) and Headquarters (9XXXX-Series) Unit Type Codes (UTCs) deployment will include the embedded medical personnel assigned to each medical squadron medical element (SME) and an air transportable clinic (ATC) equipment package (UTC FFLGE). The SME provides patient care for aircrews although other personnel located on or near the flight line may be treated in order to expedite returns-to-duty. The SME will respond to inflight and flight line emergencies. The associated medical supplies and equipment to support the deploying squadron is contained in the ATC. As rule of thumb, an ATC will deploy with each flying squadron (N/A for the ANG and AFSOC).

27.4.2.2. Airbase 2E Augmentation. Other Air Transportable Clinic personnel (FFDAB and FFDAD) may also be employed. In those situations where multiple flying squadrons are deploying to the same destination, the deployment of an ATC with each subsequent squadron will be dependent on the size of the squadrons to be supported, the location, and the accessibility to additional medical resources. Additional medical resources will be available to provide augmentation at both aviation and non-aviation destinations. These resources will remain available to augment or round-out this initial core medical capability at each destination, as required, and to account for destination-unique requirements which are separate from the core UTC package planning. Additional resources may include Bioenvironmental Engineering / NBC Teams (FFGL1), Preventative Aerospace Medicine Teams (FFGL2 and FFGL3), as well as theater Epidemiology Teams (FFHA1).

27.4.3. Third Echelon. The third echelon (3E) is the first level of care staffed and equipped to provide surgical care, inpatient medical care, and hospitalization on air bases. Air Transportable Hospitals (ATHs) as well as any fixed theater MTFs with appropriate organic supply and equipment resources, may be considered as 3E assets. Normally, depending upon the theater, these facilities may be located on- or off-base in combat or communications zones which are considered to have a low threat of attack from conventional and chemical weapons. The size of the facility is theater specific. The assemblages that support this level of care may vary from pre-positioned contingency hospitals, existing in-place MTFs in an expanded mode, or an ATHs structured in various configurations.

27.4.3.1. First Increment ATH. The first increment of the ATH, sometimes referred to as "Coronet Bandage", normally includes personnel (FFGK5) and equipment (FFGKB) to provide a 10-bed capability, with limited emergency services, dental and ancillary support for a base population of 500 to 1500 personnel for 10 days. It includes about 32 tons of materiel on about 15 pallets, 26 DEPMEDs tent sections, one 100Kw generator, and one ambulance. This increment requires approximately 13,000 sq. ft., one 13K forklift, 650 gal water/day, 3000 lb laundry/week, 40 gal LOX/day, 455 gal sewage disposal/day, billeting and messing; as well as one C-17 or two C-141s to transport. The Coronet Bandage is typically augmented by surgical (FFGK6) as well as by patient decontamination personnel (FFGLB) and equipment (FFGLA), as applicable.

27.4.3.2. Second Increment ATH. The second increment of the ATH builds on the first. It includes personnel (FFGK2) and equipment (FFGKC) to bring the ATH to 25 beds, supporting 1500-3000 personnel for 20 days. Including the first increment, it totals about 93 tons of materiel

on 53 pallet positions, 38 tent sections, three International Standards Organization (ISO) shelters, two 100 Kw generators, one water trailer, two ambulances, one 13K forklift and one 2.5 ton truck. It requires three C-17s or five C-141s to transport, 30,000 sq. ft., 1,000 gal sewage disposal/day, 1380 gal water/day, 6000 lb laundry/week, 40 gal LOX/day, 11,600 lb waste/day, billeting and messing. It can be augmented by a variety of services, such as ancillary (FFANC), surgical (FFGK7), primary care (FFPRM) and/or specialties such as gynecology (FFGYN).

27.4.3.3. Third Increment ATH. The third increment of the ATH builds on the second. It includes personnel (FFGK4) and equipment (FFGKD) to bring the ATH to 50 beds, supporting 3000-5000 personnel for 30 days. Including the second increment, it totals about 101 tons on 89 pallet positions, 62 tent sections, three ISO shelters, three 100 Kw generators, one water trailer, on 13K forklift and one 2.5 ton truck. It requires six C-17s or ten C-141s to transport, 40,000 sq. ft., 1500 gal sewage disposal/day, 2180 gal water/day, 9000 lb laundry/week, 40 gal LOX/day, 18,500 lb waste/day, billeting and messing. It can be augmented by a variety of specialty services, such as thoracic/vascular surgery (FFGKT), neuro-surgery (FFNEU) and urology (FFPPT), to name a few. The materiel for all three increments can be deployed together (FFGKA). The ATH can be re-supplied for 30 days (FFGKG). Also, hospital/surgical expansion augmentation (FFGKH and FFGKP) can be employed to expand the ATH to 90 beds.

27.4.4. Fourth Echelon. Fourth echelon (4E) care is provided at hospitals located within the communications zone and close to strategic airfields for aeromedical evacuation. A broad range of surgical and medical care is provided. Definitive, comprehensive medical and dental care is provided in 4E hospitals. The 4E level of care differs from 3E in the number of surgical sub-specialties available and the longer time it can hold inpatients before returning them to duty or evacuating them. The size of the facility is site-specific. The assemblages that support this level of care will be pre-positioned contingency hospitals (CONHOSPs) or DEPMEDs based Air Force Theater Hospitals (AFTH).

27.4.5. Fifth Echelon. Fifth echelon (5E) medical care is found in the network of CONUS based military medical facilities, and medical facilities of the Department of Veteran Affairs system and the National Disaster Medical System.

27.4.5.1. USAF Casualty Receiving Hospitals (CRH). Certain CONUS medical facilities have been designated to receive and treat returning casualties from the theaters of operation. Personnel needed to operate these hospitals at their expanded capacity will be provided by the unit's residual Active Component (AC) and civilian personnel, cross-leveling of command resources, and the use of selective reserve and PIM resources. These facilities must retain a post deployment sustaining force of selected active component functional area managers to oversee the expansion and augmentation process after the deployment of the mobility contingent without degrading the mobility mission. The MAJCOM/SG validates the composition of the sustaining force teams, and ensures that the positions are identified on the units peacetime manning document. Base medical units not designated as CRHs will continue to provide medical services as resources permit. CRHs plan to operate at expansion capacity during wartime. Bed space within the medical facility will be provided for acute patients with a projected length of stay not to exceed 60 days. A progressive patient care approach to patient management will be established whereby patients will be transferred to a minimal care facility on base when acute care is no longer required. This requirement applies to those facilities designated to establish minimal care facilities.

27.4.5.2. CINCUSACOM Functional Plan 2508, Integrated CONUS Medical Operations Plan (ICMOP). When casualty workload increases to a point where it is determined that the DOD med-

ical system, in whole or in specialty areas, will be overwhelmed, two programs are available to DOD to support its medical care system. It is important to note that activation of these two programs is not automatic in a contingency. Additionally, specialty capabilities of these programs may be activated without activation of the entire system. The ICMOP achieves an aggregate CONUS DOD medical capability to support a major theater war (MTW) or concurrent MTWs. The plan integrates DOD policy, the unified command requirements, and the capabilities of the Services, USTRANSCOM, DVA, the US Public Health Service, and NDMS.

27.4.5.2.1. DVA/DOD Contingency Operations System (DVA/DOD). Assigned by Public Law 97-174, the DVA/DOD system serves as the primary backup medical system to DOD. The system is activated by the recommendation of the Assistant Secretary of Defense (Health Affairs), in consultation with the Service Surgeons General, to the Secretary of Defense. The recommendation/request to DVA is based upon assessments that generated or expected casualty flows have or will overwhelm the military system. Designated USAF MTFs are responsible for providing military patient administration support to designated VA medical centers (VAMCs). These VAMCs serve as the primary DVA casualty receiving hospitals. The VA is authorized to assign a higher priority for care to active duty personnel than any other VA-eligible group, except veterans with service-connected disabilities. The VA identifies medical facilities to provide care to casualties being returned from a conflict overseas. They also offer medical care support to MTFs. Each VA medical center, for planning purposes, seeks to be prepared to provide at least 25 percent of its staffed operating beds within 72 hours of activation. VA resources may include use of VA medical centers (VAMCs), outpatient clinics, manpower support, supply services, communication systems, education and other resources. Appropriate VA support arrangements will be incorporated into a joint MTF-VA Contingency Operations Plan addressing full use of available VA and MTF resources. The MTF-VA Contingency Operations Plan must be prepared and maintained as Annex D to the medical unit's support plan or prepared as a stand alone plan if the MTF commander so designates.

27.4.5.2.2. National Disaster Medical System (NDMS). NDMS is sponsored by DOD, the DVA, the Federal Emergency Management Agency (FEMA) and the Department of Health and Human Services/US Public Health Service. DOD participation is governed by DOD Directive 6010.17. In wartime, NDMS serves as a secondary backup medical care system for the combined federal resources of DOD and DVA. It may be activated by a request from the Assistant Secretary of Defense (Health Affairs), in conjunction with the Service Surgeons General. DOD activation/participation flows from DOD through the Service chain of command. HQ USAF/SG will direct activation of USAF MTFs designated as Federal Coordinating Centers (FCCs) through the respective MAJCOMs. The FCCs activate NDMS plans through their locally derived channels.

27.4.6. Medical Support to Air Force Special Operations. Operational missions characteristic of special operations forces (SOF) require a modification of conventional medical systems and established methods of providing medical support. SOF medical personnel must be prepared to operate for extended periods in immature or undeveloped theaters in areas of significantly higher medical threats. Special operations medical planners must work closely and in conjunction with both the supported unified command surgeon and theater Air Force component surgeon planning staffs to ensure medical support for SOF is adequate and consistent with the theater casualty treatment systems.

27.4.6.1. Air Force Special Operations Forces (AFSOF) HSS capabilities are aligned with AFSOF operational units. Forces include SOF medical elements (SOFME) (flight surgeons and medical/aeromedical technicians) assigned to operational medical flights and pararescue specialists assigned to special tactics teams. AFSOF have Echelon I and limited Echelon II capability. This includes (but is not limited to) providing flight medicine, preventive medicine, emergency medicine, advanced trauma life support, casualty evacuation for SOF units, limited military public health and bioenvironmental engineering support, medical intelligence, field laboratory support, limited BW/CW treatment, and short-term patient holding and staging capabilities.

27.4.6.2. Special tactics pararescue specialists perform advanced battlefield trauma care and emergency medical treatment (Echelon I and limited Echelon II care). They function as the primary responders in support of personnel recovery operations, conduct casualty collection in direct action missions, and provide medical survival and recovery assistance in sensitive, hostile, or denied areas.

27.4.6.3. Although AFSOF have no organic conventional tactical or strategic aeromedical evacuation (AE) capability, both SOFME and special tactics teams have the capability to provide medical treatment during casualty evacuation on-board SOF aircraft or any opportune aircraft. AE for SOF is difficult because SOF frequently operate at distant locations without any other assets in theater. Identifying details and procedures for AE involving remote locations in immature theaters not served by the strategic evacuation system requires close coordination between the supporting AFCC and joint medical planners.

27.4.6.4. AFSOC medical war reserve material (WRM) and assemblages provide SOF medics with the extensive medical supplies and equipment needed for combat medical support and casualty care. SOFME and pararescue specialists accomplish the medical support mission using medical vests, backpacks, medical kits, and specific assemblages. AFSOC medical WRM assemblages are packed to a standardized table of allowance (TA) to enhance interoperability between AFSOC medical personnel and units.

27.4.6.5. SOFME use the SOF Medical Kit (vest and backpack), Rapid Response Deployment Kit (RRDK), and SOF Base Medical Support. The various modules included in these WRM assets and assemblages provide for a flexible medical support concept. The medical UTC employment concept is described in the AFSOC Medical Concept of Operations, published 9 September 1997.

27.4.6.6. The RRDK includes four modules; Advanced Resuscitation Module, Trauma Module, Environmental Module, and Medical Module. The RRDK provides man-portable medical supplies and equipment needed to support short term tactical deployment of SOF to an austere location. The SOF Base Medical Support is made up of three modules; Air Transportable Treatment Unit (ATTU), Laboratory Module, and BW/CW Treatment Module. The SOF Base Medical Support is a medical equipment and supply package that may be deployed with SOF medical forces to provide primary care and emergency medical support to a deployed special operations squadron. It has limited outpatient capability, ten cots for holding / staging stabilized casualties for AE, and is normally collocated with the deployed AFSOC flying squadron(s).

27.4.6.7. The goal of special operations medical support planning is twofold: first, provide integrated, augmented conventional support into the concept of the special operations mission without compromising the objectives; second, articulate the unique aspects of the operation that will complicate the delivery of medical care, evacuation, PM support, dental support, or veterinary support

by conventional units. SOF medical planners must ensure the conventional medical planners are cognizant of the various factors which impact SOF medical support capabilities.

27.4.6.8. Unique aspects of medical support must also be incorporated into medical planning at the theater JFS staff level, with full knowledge and concurrence of the SOC planning staff. (SOC components are authorized medical planners and command surgeons during full mobilization.) Medical support must be planned and coordinated with subordinate joint force elements by the theater JFS staff. The integration of medical support from the conventional side extended to the full range of missions conducted by SOF must be synchronized with the tactical plan prior to execution.

27.5. Aeromedical Evacuation (AE) Concepts of Operation. Within the combat zone, the bulk of patient movements from battlefield to 3E MTFs will be accomplished by each Service. Before entering the AE system, patients will be stabilized to the extent possible at an MTF. The mission of the worldwide AE system is to transport casualties by air, under medical supervision, from forward airfields in the combat zone to points of definitive care in the communications zone (intratheater), from the combat zone to medical care in the communications zone (intratheater or intertheater depending on the theater), and from the communications zone to CONUS (intertheater), or to an intermediate supporting theater (intertheater). Both AE configured C-130 aircraft (either scheduled or unscheduled retrograde) and AE dedicated C-9 aircraft may be used for intratheater patient evacuation. AE configured Civil Reserve Air Fleet (CRAF) aircraft will normally evacuate patients from communications zones to CONUS, augmented if required by scheduled or unscheduled retrograde common user aircraft such as C-141s.

27.5.1. Intratheater AE. AE Liaison Teams (FFQCV) are employed at the lowest point of joint patient regulation to coordinate AE (generally with the supported Services' MTFs). Patients normally transfer from Service responsibility to USAF responsibility at the airhead. Normally, Mobile Aeromedical Staging Facility (MASF) personnel (FFLAB) and equipment (FFLAC) are employed. Each MASF is augmented with physician support (FFQC1) and patient movement items (PMI) as appropriate. Where a DOD MTF is reasonably near an airhead and patients can be moved expeditiously to match aircraft arrivals, a MASF may not be required. The MASF will receive patients from the user Service's forward medical facilities by means of the user Service's organizational transportation. Patients will be scheduled to arrive at the MASF in sufficient time prior to aircraft arrival to allow for preflight preparation and administrative processing. Normally, this will be no more than six no less than two hours. Theater Patient Movement Requirements Center (TPMRC) will assign theater destinations for patients.

27.5.2. Intertheater AE. Strategic AE will utilize appropriately configured CRAF Boeing 767, or alternatively, C-141 dedicated/retrograde aircraft to evacuate patients. Aeromedical Staging Facilities (ASF) are established at intra- intertheater interface points, to provide supportive and emergency care for patients in the AE system. ASFs are also established as required at key points along strategic evacuation routes. Various ASF personnel UTCs (FFLBD, FFLCA and FFLEA) may be used to augment fixed MTFs to establish ASFs. Global Patient Movement Requirements Center (GPMRC) will assign CONUS destinations for patients. Army/Navy/USMC patients destined for CONUS movement may require transportation from Army/Navy /USMC facilities within the combat zone operational area to one of the pickup points to interface with the strategic AE system. When hospitals are reasonably nearby and patients can be moved expeditiously to match airlift arrivals, patients from these hospitals can be moved to the aircraft without being processed through an ASF.

27.5.3. CONUS AE. AE missions returning from a theater will deliver patients to airfields designated as CONUS reception stations. Patients destined for medical facilities located within a reasonable driving distance of these CONUS on-load stations will be moved from said on-load stations to the destinations medical facility by ground transportation organic to the receiving medical facility. Patients destined for medical facilities located outside reasonable ground transportation radius of the scheduled on-load station will be off-loaded at the inter - theater reception point and moved to final airfield destinations through the CONUS AE systems. The Global Patient Movement Requirements Center (GPMRC) controls CONUS patient destination determination.

27.5.4. Responsibilities for Aeromedical Evacuation.

27.5.4.1. Theater Component Surgeon. The AFCC is normally given the responsibility for planning to establish/expand the AE system to support contingency operations. During contingencies which exceed the capability of theater assigned AES and associated airlift squadrons, AMC will provide Active Component (AC) and Air Reserve Component (ARC) forces to support increased theater requirements. AMC will expand the inter-theater capability to support movement between theaters of operation, as required. Within the theater of operations, the Air Force component surgeon in conjunction with HQ AMC/SG and other theater component surgeons, is responsible for the development of the concept of operations for aeromedical evacuation. This coordination process also includes the development and placement of aeromedical evacuation assets in the theater's OPLANs and TPFDDs, respectively. The Air Force component surgeon is also responsible for ensuring that all support requirements, e.g., billeting, messing, POL, space requirements, etc., are identified to the supported Service for deploying aeromedical evacuation assets, to include medical crews, at those deployment locations where these assets are collocated with supported Army/Navy/Marine medical facilities. Additionally, the Air Force component surgeon is responsible for including in the non-unit related TPFDD file requirements for positioning/reporting of aeromedical evacuation configuration equipment and the return of aeromedical evacuation medical crews and their materiel to the theater. Additional guidance pertaining to aeromedical evacuation may be found in WMP-1, Annex F.

27.5.4.2. US Transportation Command (USTRANSCOM) is responsible for providing integrated command and control system for global patient movement offering decentralized execution and in-transit visibility. The Air Force is charged with the responsibility for operating a common-user, fixed-wing aeromedical evacuation system."

27.5.4.3. The Air Mobility Command (AMC) has overall responsibility for serving as the lead command for AE for the Air Force, managing and operating inter-theater and CONUS AE sub-systems, and providing AE elements with a primary mission to support inter-theater AE interface in the theater of operations, in intermediate supporting theaters, or in CONUS.

27.5.4.4. The Army component normally provides evacuation by organic Army airlift within Army combat zones or operational areas. The Navy/USMC component normally provides evacuation using Navy/USMC organic airlift over routes solely of interest to the Navy or USMC, or when the Air Force cannot provide the service (e.g., ship to shore).

27.6. Blood Program. The National Blood Program will meet the Nation's needs for whole blood, components, derivatives, and plasma expanders in the event of mobilization or national emergency. The Federal Emergency Management Agency has the overall responsibility for this program. The role of DOD is

to make sure that blood collecting facilities, distribution points, and processing laboratories are in-place to supply blood products for treating military casualties during national emergencies, or in time of war.

27.6.1. The DOD Armed Services Blood Program Office (ASBPO) will ensure that a readily available and replaceable supply of blood and blood products is available to support all of the Services' medical treatment facilities. The ASBPO coordinates actions to meet blood product requirements generated in contingency situations.

27.6.2. The Air Force Blood Program is designed to produce blood products in support of joint-Service casualties. It serves as the logistics interface for all blood product movement from CONUS to a theater of operations. AFI 44-105 implements the Air Force blood program by defining a system of Blood Donor Centers (BDCs), Blood Transshipment Centers (BTCs), and Armed Services Whole Blood Processing Laboratories (ASWBPLs). Transfusion service capabilities are identified in all wartime medical assemblages and existing hospitals, as part of the clinical laboratory.

27.7. Defining Medical Requirements. Because of the impact that the deliberate planning process has on personnel, training, logistics, transportation, and military construction, required assets must be accurately identified for planned operations. A primary Air Force responsibility is ensuring that adequate support is available for the combat forces and that the applicable theaters' OPLANs are indicative of the maximum demand for support requirements necessary to satisfy wartime commitments. Theater medical planners must be thoroughly familiar with standard Air Force medical unit type codes (UTCs) as well as the operation of the current automated medical analysis tool for determining medical requirements. Theater medical planners must also start their work early in the plans development process. Although the medical support portion of a Time Phased Force Deployment List (TPFDL) cannot be finalized until the overall force list is relatively stable, an initial gross estimate of medical workload/requirements should be developed using the aggregate force apportionment contained in the Joint Strategic Capabilities Plan (JSCP). Planners must first consider in-theater and host nation resources to minimize transportation requirements and provide for theater expertise. When those resources are exhausted, augmentation requirements must be identified according to the guidance above and additional procedures in **Chapter 4** concerning TPFDD development. The magnitude of augmentation shall be consistent with theater OPLANs. Priority is given to the theaters of operation as CONUS has a greater resource base for follow-on patient care once the PIM is mobilized, though certain CONUS medical missions require priority manpower augmentation before satisfying deployment needs, as outlined in WMP-1, Annex F.

27.7.1. Medical Requirements Estimates. The medical estimate (as outlined in AFMAN 10-401, Volume II, Section E) is an appraisal of all factors, from a medical viewpoint, that may affect the command mission. Even if the commander does not require a formally submitted medical estimate, the medical planner must make an informal estimate that may be used in an emergency. Through this problem-solving process, as detailed below, the foundation for the medical plan is developed.

27.7.1.1. List of References. List the maps, charts, and relevant documents medical forces may need to understand and carry out their responsibilities under this OPLAN.

27.7.1.2. Mission Statement. State the operational mission of the command as a whole, not the responsibilities involved in the Medical Service functional area.

27.7.1.3. Situation and Courses of Action.

27.7.1.3.1. Proposed Courses of Action. Describe each course of action being considered by the commander. Obtain these from the commander's staff element responsible for plans and

operations. Remember that since the medical estimate supports the commander's estimate, it may cover several courses of action.

27.7.1.3.2. Characteristics of the Proposed Area of Operations. Include medical intelligence data on climate, weather, environmental factors, topography, etc., that may affect medical support requirements.

27.7.1.3.3. Assumptions. Discuss all of the assumptions that affect the medical support requirement for each course of action.

27.7.1.3.4. Strength to be Supported. Determine the time-phased strength to be supported as accurately as possible. Using this strength, estimate the non-battle and battle casualties. Apply the characteristics of the proposed area of operations to estimate non-battle casualties. Use the estimate of casualties as the datum to complete medical support requirements.

27.7.1.3.5. Medical Support Analysis. Apply the situation and course of action in an analysis or comparison to arrive at the best medical support for the mission. Develop the analysis to show how the requirements, availability, and limiting factors compare for each course of action.

27.7.1.3.6. Hospitalization. Compute the hospitalization requirements for each course of action. Estimate the hospitalization that must be furnished by our own forces and by friendly forces. Estimate hospitalization availability and state the limiting factors.

27.7.1.3.7. Supply Aspects. Determine the amount of materiel (by weight and cube) required to support each proposed course of action. Consider the time-phased materiel that accompanies the forces and the available pre-positioned materiel. Determine the supply levels that deploying units carry with them to operating locations. Determine the types and quantities of supplies and equipment available for each course of action. Include resupply information. Compute whole blood requirements and determine its availability. List the limiting factors for any aspects of supply.

27.7.1.3.8. Patient Evacuation. Determine the supported commander's evacuation policy, that is, the maximum number of days a patient may be held within the command for treatment before being returned to duty or evacuated. A patient is evacuated from the area when a responsible medical officer decides the patient cannot be returned to duty status within the prescribed period and when the travel will not aggravate the patient's disabilities. Compute and apply the time-phased estimate of patient evacuation to determine requirements for staging casualties. Estimate the numbers of litter and ambulatory patients for all services involved in the operations. For each course of action, list the responsibility for patient regulating. Responsibility for Types of Patient Evacuation. Delineate the responsibility for intratheater and intertheater evacuation and list any limiting factors for each.

27.7.1.3.9. Types of Aircraft to be Employed and Inflight Medical Crew Requirements. List the types of aircraft to be used for each type of patient evacuation. Compute inflight medical crew requirements IAW WMP-1, Annex F. List any limiting factors.

27.7.1.3.10. Other Medical Support to be Furnished by Friendly Forces. For each course of action, list the medical support, not covered elsewhere, that is to be furnished by friendly forces.

27.7.1.3.11. Other Limiting Factors Based on Characteristics of the Area of Operation. Consider any limiting factors that would affect the proposed courses of action that have not been previously covered.

27.7.1.3.12. Comparisons of Courses of Action. Based on the preceding analysis, compare the medical support requirements for each course of action. From a medical support standpoint, compare the advantages and disadvantages of each. Include enough detail in the comparison to permit ready recognition of the conclusions.

27.7.1.4. Conclusions. State whether the mission can be supported. Recommend the course of action from the medical standpoint. List in order of recommended priority all other courses of action that can be supported. State any reasons why the basic mission, or any proposed action, cannot be supported. List major medical support problems requiring the commander's attention. State corrective actions for each. Briefly state any unavoidable limitations and deficiencies in medical support. Consider friendly capabilities and limitations along with enemy offensive capabilities, such as, chemical warfare.

27.7.2. Gross Requirements Calculations. The current DOD approved tool for analyzing medical requirements is used to determine gross medical requirements, including total bed requirements and evacuee requirements among operational zones (OPZONE).

27.8. Time-Phased Force and Deployment List (TPFDL) Development. The unified command surgeon is the OPR for oversight, review, coordination, and administration of all aspects of medical planning and associated data. To this end, the unified command surgeon provides a Letter of Instruction (LOI) to the theater components that outlines definitive guidance for medical TPFDL development. During the TPFDL development process theater medical planners must document total medical requirements (unit and non-unit) to support the theater concept of operations and projected medical workload. The TPFDL must in the final analysis be capabilities-based, but those requirements that are shortfalled during the sourcing process will still reflect a desired EAD, LAD, RDD, and CRD.

27.8.1. Medical support cannot be planned in isolation, but must be fully consistent and coordinated with the overall OPLAN concept of operations. Coordination with the other theater components' command surgeons and supporting commands on the tasking and placement of WMP-3 resources or on any related issue is not only endorsed, but solicited. The objective is to eliminate problems at the earliest stage of the deliberate planning process as possible. A TPFDL sourcing conference is not the place to begin discussions. Preplanning TPFDL conferences are not normally required; however, if a theater Air Force component medical planner deems it necessary, approval must be obtained through HQ USAF/SGXR.

27.8.2. The TPFDL will include at least: USAF time phased deploying medical units apportioned, in-place units, on-call units, units provided through host nation support, and all shortfall medical unit requirements. It will also include: Non unit-related records; all class 8A and 8B requirements; replacement/ fillers, all returning Aeromedical Evacuation medical crews and associated materiel; and all retrograde personnel (i.e., aeromedical evacuees to include NEO aeromedical evacuees).

27.8.3. To the extent possible, the medical portion of the TPFDL will be built using standard UTCs, i.e., those with movement data in the Type Unit Characteristics (TUCHA) file, rather than nonstandard (FFZ99) units that require movement data and specific AFSC or logistic detail.

27.8.4. All theater fixed MTFs to include pre-positioned medical assemblages, will be included in the TPFDD and coded "in-place".

27.8.5. The number of health service support medical units and their time-phasing (to include assignment of the RDD/CRD) should be based on anticipated peak component command time-phased workload requirements. Alternatively, the number of AE medical units will be based on the one day highest peak of medical evacuation requirements for the merged run of all Services, using the DOD approved automated tool for analysis of medical requirements.

27.8.6. Medical units designated to support specific combat units will be assigned EADs and LADs that coincide with those of the combat force. In addition, EAD-LAD windows will comply with USTRANSCOM/CINC strategic mobility guidance.

27.8.7. To the extent practical, all medical forces should be phased in to contingency operations no sooner or later than they are required. At any point in the deployment process, the medical footprint must be minimized while providing adequate medical support to deployed personnel.

27.8.8. As a general rule, the final destination GEOLOC for all AES units will be their actual planned employment location.

27.9. Unit Type Medical Requirements. Detailed information on the various USAF medical units are published in the USAF War and Mobilization Plan, Volume 3 (WMP-3), Part III (Unit Type Codes). Alternatively, the USAF WMP, Volume 3 (WMP-3), Part II (Support Forces) lists UTCs apportioned to each appropriate theater. These available assets are listed by UTC, the providing MAJCOM, availability date, and quantities apportioned. The resources in OPLANs should not exceed the number of UTCs made available by the supporting commands. However, requirements exceeding the WMP-3, Part II force availability, should be identified in the OPLAN shortfall addendum. The process for apportioning medical resources to wartime assignments is systematic and is based upon priorities stated in the Joint Strategic Capabilities Plan (JSCP) and particular theater mission requirements. Additional guidance may be found in Annex F to the WMP-1. The WMP-3 is a planning document and not a programming one. However, this data must include programmed forces as of the end of the OPLAN effective period. MAJCOM medical readiness planners are required to update this listing of its support forces for inclusion in the WMP-3 as required by the JSCP. It is the responsibility of each command medical readiness planner to assure that UTCs and quantities identified in the WMP-3, Part II reflect current or programmed forces as of the end of the effective period of the OPLAN.

27.10. Non-Unit Medical Requirements. As discussed above, in addition to identifying unit force requirements through the use of UTC packages, the OPLAN TPFDL also identifies specific non-unit-related movement requirements. These include: non-unit AE (AE medical crews and associated materiel returning to beddown locations, medical replacement personnel; medical evacuees; and NEO medical evacuees using a factor of 3 percent of anticipated NEO population) as well as non-unit class 8A, 8B and other classes of supply. Medical planners are only responsible for identifying class 8 supply requirements.

27.10.1. Non-Unit AE Requirements. USTRANSCOM/HQ AMC in conjunction with the theater Air Force component medical planner will analyze the total AE requirements and develop an executable flow plan based upon available aeromedical evacuation medical crews, APOE throughput, and projected aircraft availability. Those AE requirements that cannot be met with available capabilities will change the personnel increment description to "AE shortfall." Although the theater Air Force compo-

nent medical planner is responsible for developing only the medical non-unit-related personnel records, the theater medical planner will provide the personnel planner the same information that is used to calculate medical evacuees requirements for inclusion in an AE TPFDL (i.e., the file that contains the theater supportable evacuation policy and the Service-provided percent of losses not replaced). At the discretion of the CINC, and the theater Air Force component, an intratheater specific AE TPFDL may be developed and included as part of the overall non-unit-related TPFDL.

27.10.1.1. The AE TPFDL will normally be comprised of: returning AE crews from retrograde missions, medical evacuees, NEO medical evacuees, and allied/coalition medical evacuees (as applicable). To facilitate identification of medical-specific non-unit-related personnel and minimize the potential for Personnel Increment Number (PIN) duplication, the theater medical planner should coordinate with force planners to reserve specific blocks of PINs for each category above. The first two PIN positions for each category should be: FK (for returning aeromedical evacuation medical crews), JM (for medical evacuees), JD (for NEO medical evacuees), and medical replacements are coded as directed by theater component personnel planner. The APODs and APOEs established will be consistent with overall CINC strategic mobility guidance. In order to alleviate edit errors, the origin and APOE GEOLOCs will be the same, rather than using "unknown". The same applies to the APOD and destination GEOLOCs.

27.10.1.2. APOE GEOLOCs for aeromedical evacuation medical crews returning to the theater will be based on the percentage of MEDEVAC missions flowed to each CONUS APOD.

27.10.1.3. Medical Evacuees. The algorithm used to determine in-theater and to-CONUS movement percentages will be based upon the percent of total beds available within the area of the servicing APOE. If AE is planned by C-141, distribution of patients among CONUS APODs will be based upon the percentage of retrograde flow expected at each port.

27.10.1.4. NEO Medical Evacuees. Medical NEO evacuee requirements will be consistent with the CINC's overall concept for accomplishing NEO operations (normally complete by C+10). Medical APOEs (vice general NEO APOEs) will be reflected in the TPFDL. The following planning factors should be used: 80:20 litter to ambulatory ratio; and requirements is based upon 3 percent of the total anticipated NEO population.

27.10.2. Class 8A Non-Unit Requirements. In accordance with Annex B to the JSCP, Class 8A requirements will be determined by the theater Air Force component medical planner in conjunction with the Air Force Medical Logistics Office (AFMLO) at the line item level of detail for all forces in the TPFDL. Resupply item requirements will be calculated based upon the assumption of full occupancy of all component hospitals (operating at full expanded bed capacity) throughout the duration of the conflict. Item resupply requirements and the factors used to calculate them will not be fiscally constrained. To ensure an accurate portrayal of Class 8A resupply requirements, close and ongoing coordination with the AFMLO is essential. Cargo Increment Numbers (CIN) will be assigned consistent with the theater Air Force component's overall CIN allocation - with the exception that the type movement code will be "Y" for all Class 8A sourced. If there are Class 8A resupply records contained in the Service-provided TPFDL that are less than ten short tons, the CINC may create "rolled up" records that reflect moving at least ten short tons (per record) from a sourced origin (via the designated POE) to the anticipated POD. If a single component's records still do not contain sufficient short tonnage to meet minimum acceptable levels, the CINC medical planner may consider creating joint Class 8A records.

27.10.2.1. Responsibilities:

27.10.2.1.1. The theater Air Force component medical planner in conjunction with AFMLO/ DLA will provide the following sourcing information based upon the theater concept of medical support and the LADs contained in the sourced forces portion of the TPFDL: origin GEOLOC, weight (in short tons) and cube, ALD and RDD, Cargo Category Code, destination GEOLOC, and status of medical critical items.

27.10.2.1.2. The Theater Air Force Component Medical Planner and AFMLO will: convert sourced data into JOPES TPFDL format, and build "in-place" TPFDL records for all prepositioned Class 8A , including total weight, cube, and storage location.

27.10.2.1.3. CINCs through their component commands provide the following to the Services: refined/ sourced forces list, CINC's critical medical items list, strategic mobility/channeling guidance for non-unit-related record cargo resupply, preferred mode(s) to APOD during discrete phases of OPLAN period, and surface/air order-ship times and required safety level.

27.10.2.2. Air vs. Sea Movement. Class 8A resupply mode(s) should comply with overall strategic mobility guidance and sea lift should be used whenever possible. However, the following issues should be addressed before making a final determination on mode:

27.10.2.2.1. The potential requirements for air movement of malpositioned or shortfalled PWRM or short-shelf life items during the early phases of the conflict (i.e., prior to LAD C+30).

27.10.2.2.2. The need to continue air resupply of perishable or short-life commodities after the SLOCs are established.

27.10.2.3. Patient Movement Items (PMI). The theater Air Force component medical planner in conjunction with HQ AMC may build non-unit-related cargo records to return patient movement items (PMI) consistent with the following guidance:

27.10.2.3.1. Planning factors:

27.10.2.3.2. Weight: 1.45 short tons for each C-141 mission of 65 patients.

27.10.2.3.3. Cube: 3.6 measurement tons for each C-141 mission of 65 patients

27.10.2.3.4. The percentage of equipment originating at each APOE will reflect the percentage of evacuees transported to each CONUS APOD.

27.10.2.3.5. The description field for each record is "AE related eqpt".

27.10.2.3.6. The cargo category code is: JDB.

27.10.3. Class 8B (Blood) Non-unit-Requirements. The purpose of the Class 8B TPFDL is to document movement requirements from the APOE (normally the ASWBPL) to the APOD, using the following planning considerations:

27.10.3.1. A 7-10 day safety factor will normally be added to the blood requirements in OPZONE 1. If frozen blood is stored in-theater, in-place records will be included to reflect location and quantity.

27.10.3.2. The number of short tons transported to each blood transshipment center (BTC) will be determined based upon its location and the percentage of beds serviced by that BTC. Blood requirements for each BTC will be converted to pallet requirements for movement purposes; each pallet weighs 2.7 short tons and has a cube of six.

27.10.3.3. All blood records will be joint records, with the first two positions of the CIN being "JR". The cargo category code for all 8B records is "FDD". No individual record will include a requirement for more than two pallets, or 5.4 short tons, of packed cells. The cargo increment description field (column 51) of each record will contain the nomenclature "packed cells". The destination GEOLOC will be the same as the BTC GEOLOC.

27.10.3.4. Responsibilities:

27.10.3.4.1. The CINC provides:

27.10.3.4.1.1. TPFDL shell.

27.10.3.4.1.2. Pallet (short ton) requirements by BTC GEOLOC.

27.10.3.4.1.3. RDD and associated EAD-LAD window.

27.10.3.4.1.4. Mode and source to APOE = "L,G".

27.10.3.4.1.5. Mode and source to APOD = "A,K".

27.10.3.4.1.6. Mode and source to destination = "X,X".

27.10.3.4.1.7. APOE GEOLOC (consistent with CINC's Strategic Mobility Guidance).

27.10.3.4.2. Armed Services Blood Program Office (ASBPO) provides: ALD, the origin GEOLOC and PROVORG, and the short tonnage, if less than a full pallet.

Chapter 28

CHAPLAIN PLANNING

Section 28A—General Information and Chaplain Estimate of the Situation

28.1. General Planning Guidance. Chaplain readiness planners at every level must apply their best judgment to meet mission requirements, unforeseen circumstances and rapidly changing situations to support war, contingencies, and operations other than war. Teamwork is essential. This ensures that the planning process adequately defines total wartime requirements and that resources are available to meet those requirements. General administrative instructions for preparing OPLANs are contained in JOPES, Vol I and II. This manual summarizes the major aspects of JOPES guidance. **Chapter 8** and AFMAN 10-401, Volume II, contain expanded details on administrative procedures and OPLAN formats. The chaplain estimate follows the outline format shown in AFMAN 10-401, Volume II, Enclosure E, and can be considered the problem-solving phase of plan development. AFMAN 10-401, Volume II, Enclosure C, shows the format for the Chaplain Activities portion of a component command Operation Plan (OPLAN).

28.2. Planning Reference Documents. The chaplain community must coordinate, communicate and be familiar with other functional organizations which interface with and support the Chaplain Service. Following is a list of publications important to planning that should be reviewed:

28.2.1. Publications available through distribution channels:

28.2.1.1. AFPD 38-1, *Organization*

28.2.1.2. AFI 10-215, *Personnel Support for Contingency Operations (PERSCO)*.

28.2.1.3. AFI 36-2706 (Draft), *Military Equal Opportunity and Treatment Program (Accommodation of Religious Practices Section)*.

28.2.1.4. AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*.

28.2.1.5. AFI 10-301, *Responsibilities of Air Reserve Component (ARC) Forces*.

28.2.1.6. AFI 10-402, *Mobilization Planning*.

28.2.1.7. AFI 10-403, *Deployment Planning*.

28.2.1.8. AFI 10-404, *Base Support Planning*.

28.2.1.9. AFI 41-106, *USAF Medical Readiness Planning and Training*.

28.2.1.10. AFI 51-604, *USAF Appointment to and Assumption of Command*.

28.2.1.11. AFM 52-103, *USAF Chaplain Service Readiness Handbook*.

28.2.1.12. AFP 35-19, *Prisoner of War: Rights and Obligations Under the Geneva Convention*.

28.2.1.13. AFP 110-31, *International Law - The Conduct of Armed Conflict and Air Operations*.

28.2.1.14. AFI 44-153, *Critical Incident Stress Management (CISM)*

28.2.2. Other publications distributed as required:

28.2.2.1. Emergency Action Procedures of the USAF (EAP-USAF).

- 28.2.2.2. Joint Pub 1-02, *Dictionary of Military and Associated Terms*.
- 28.2.2.3. Joint Pub 1-05, *Religious Ministry for Joint Support Operations*
- 28.2.2.4. Joint Pub 3-07.6 (Draft), *JTTP for foreign Humanitarian Assistance Operations*
- 28.2.2.5. Joint Pub 3-07.7 (Draft), *Joint Tactics, Techniques, and Procedures for Domestic Support Operations*
- 28.2.2.6. Joint Operation Planning and Execution System (JOPES).
- 28.2.2.7. DOD Directive 1300.17, *Accommodation of Religious Practices Within the Military*.
- 28.2.2.8. Joint Plan for DOD Noncombatant Repatriation.
- 28.2.2.9. Manual for Courts-Martial, Military Rule of Evidence 503, *Privileged Communication*.
- 28.2.2.10. USAF Joint Emergency Evacuation Plan (JEEP).
- 28.2.2.11. USAF Program (PD) Bases, Units, and Priorities.
- 28.2.2.12. USAF War and Mobilization Plan, Volume 3, Combat and Support Forces (WMP-3).
- 28.2.2.13. Command Plans Summary (Condensed reference of command war/contingency plans.

28.3. Chaplain Service Mission. To organize, train , and equip Air Force personnel to provide essential religious and spiritual support to the Air Force at permanent bases, industrial complexes, medical facilities, remote sites, and deployment locations worldwide. The goal is to enhance mission readiness while ensuring the free exercise of religion for all active duty personnel, their families and other beneficiaries. Chaplains also serve as the principal advisor to their commanders on matters of religion/spiritual, morals, ethics, morale, and quality of life issues.

28.4. Concept of Operations. Chaplain Readiness Teams (CRT) consisting of Chaplains and chaplain service support personnel is the Air Force framework to provide religious support during war, contingency operations, national emergency, or exercises. The CRT functions at all levels of command for the duration of war or contingencies to ensure unity of effort, flexibility, and unit integrity. Although this mode of operation enables the chaplain service to rapidly shift from a peacetime ministry to a readiness ministry, the role of the chaplain and the Chaplain Service support personnel remains the same. The chaplain provides the professional ordained ministry support and the enlisted chaplain service personnel provide all support functions required to enable the chaplain to execute and accomplish the mission.

28.4.1. Specific elements of the chaplain's professional ministry include, but are not limited to, these areas: providing spiritual leadership, ministry of presence, and pastoral counseling and care; conducting worship services and site visitations; participating in critical incident stress debriefing teams; trauma ministry, support groups, and interments; and advising Air Force leadership.

28.4.2. Specific elements of Chaplain Service support personnel include, but are not limited to, these areas: supporting religious services and related ministries; managing chaplain service logistics and materiel; providing security; establishing a command and control system for the chaplain function; performing spiritual triage; and procuring communication equipment and transportation requirements.

28.5. Functional Assumptions. Refer to USAF War and Mobilization Plan, Volume 1 (WMP-1), Annex X for functional assumptions that may be applicable. Also refer to operational assumptions associated

with your OPLAN which directly impact Chaplain Service requirements. Include the following as necessary:

- 28.5.1. The command structure of the Chaplain Service function in the theater of operations is unlikely to duplicate the CONUS or peacetime structure.
- 28.5.2. Chaplain Service support will be required at every wartime beddown location to ensure the provisions of the First Amendment to the US Constitution, with respect to the free exercise of religion, are met.
- 28.5.3. Personnel from other US military services, civilians, and other beneficiaries will be provided religious support to the maximum extent possible.
- 28.5.4. Chaplain Service function personnel must be prepared to operate and provide religious support in the conduct of joint operations.
- 28.5.5. At CONUS and overseas hospitals, the number of casualty admissions from battle and non-battle injuries can be expected to increase significantly. Providing critical incident stress ministry will be a priority of religious support.
- 28.5.6. Some OPLAN unique locations may require constrained normal Chaplain Service operations due to host nation religious requirements. Appropriate coordination must be effected through the appropriate command channels.
- 28.5.7. CONUS bases serving as reception and processing centers will experience increased demands for religious and spiritual support.

28.6. Specific Chaplain Planning Guidance. The Chaplain Service Annex X to the WMP-1 and the USAF Chaplain Service Readiness Handbook, (AFM 52-103), provides the functional guidance to assist Air Force Chaplain Service readiness planners at all levels in developing war and contingency plans. Annex X includes:

28.6.1. Guidance that describes the organization of the USAF Chaplain Service during wartime; duties, roles, and responsibilities of chaplains and Chaplain Service support personnel; policies and guidance; and basic assumptions upon which the chaplain mission is based. Although this guidance provides a framework, references, and considerations to aid in the development of an OPLAN, it should not be considered as all inclusive.

28.6.1.1. WMP-1 provides major commands, Field Operating Agencies, and HQ USAF/HC a consolidated reference source for general policies and guidance concerning mobilization planning and the support of Air Force combat forces in time of war. The basic plan addresses general situation, mission, concept of operations, and execution tasks for Air Force in regional conflicts. Refer to WMP-3, Part 2, for available Chaplain Service forces listed by UTC, that are available by MAJ-COM/FOA/DRU and the number apportioned to each theater. Chaplain Service equipment UTC (XFFC8) is listed in AFM 52-103.

28.6.2. Chaplain Service Readiness Handbook, AFI 52-103 includes: Information and guidance for Air Force Chaplain Service Readiness procedures and execution. It outlines the basic structure and objectives of Chaplain Readiness Teams (CRT), and describes responsibilities, training, and requirements to plan, prepare, and execute chaplain operations at any level of Air Force operations for the Chaplain Service. This guidance applies to all levels of command (Active, Air Force Reserve, and Guard). Although the handbook can not account for the full spectrum of Air Force operation plan-

ning, it provides a basic source document needed to develop plans and to conduct operations during war, contingencies, and operations other than war.

Section 28B—Chaplain Service Activities Appendix to Annex E

28.7. Chaplain Service Activities Appendix (Appendix 6) to Annex E. Planners must follow the format in AFMAN 10-401, Volume II, Enclosure C, to prepare the Chaplain Service Activities Appendix to Annex E. The format shown is that of an appendix prepared by both MAJCOM and base-level Chaplain Service planners. The Chaplain Service Activities Appendix includes guidance on Chaplain Service policies, procedures, and management. Each major paragraph heading must be used. If the plan does not require certain information or instructions, that paragraph or subparagraph should be annotated "Not Applicable." If the appendix requires information that does not fall logically within the established paragraphs, other paragraphs or tabs may be added as needed. Planners should refer to AFI 52-101, AFM 52-103, and this manual for preparing the Chaplain Service Activities Appendix to Annex E in support of contingency operations.

Chapter 29

CIVIL ENGINEER PLANNING

29.1. The Civil Engineer Mission. The Air Force Civil Engineer (CE) prepares, sustains, and recovers bases as platforms for the projection of aerospace power across the operational continuum. The CE is also responsible for integrating environmental considerations into the planning and basing process. Air operations are highly dependent on operating bases; consequently, civil engineer planners must participate in all stages of environmental and operational planning so that bases are available when they are needed.

29.1.1. The civil engineer purview encompasses the following forces, and accordingly, appropriate planning guidance must address these requirements:

29.1.1.1. Base civil engineer forces, which include engineers, fire protection, explosive ordnance disposal, and readiness personnel.

29.1.1.2. RED HORSE forces.

29.1.2. The command civil engineer must review all plans (command, joint, Air Force, or execution) to ensure Engineering planning responsibilities are properly addressed. Command engineering planners prepare the civil engineer annex (Annex W) of AFCC and supporting command OPLANs (see AFMAN 10-401, Volume II, Enclosure C).

29.1.3. The civil engineer planner is also responsible for Appendix 2 (Chemical Warfare and Nuclear, Biological, and Chemical Defense Operations) to Annex C (Operations) of AFCC and supporting command OPLANs, Appendix 8 (Air Base Operability) to Annex C, and Appendix 13 (Explosive Ordnance Disposal) to Annex C.

29.1.4. The Civil Engineer Support Plan (CESP) is published as Appendix 5 to Annex D of unified command plans. As a rule, unified command plans do not have an Engineering annex, and component command plans do not normally contain a CESP. The Engineering annex should contain any relevant information from the unified plan CESP.

29.1.5. Civil Engineers are committed to providing for the national defense in a manner consistent with national environmental policies. The command civil engineer assists Air Force planners with incorporating environmental requirements into the OPLAN.

29.2. Planning Guidance. Substantive guidance for preparing plans supporting CINC operations plans and Air Force unilateral plans is given in the USAF War and Mobilization Plan (WMP), Volume I. USAF WMP, Volume I, Annex S, contains specific planning guidance for Engineering.

29.2.1. AF Manual 3-2, Civil Engineer Combat Support Doctrine, contains guidance for organizing, equipping, training, sustaining, deploying, and employing engineer forces in support of Air Force combat operations.

29.2.2. The Air Force will comply with applicable federal, state, and local environmental laws and standards. Air Force operations and activities in foreign countries will comply with the DOD final governing standards or, in their absence, environmental standards in the overseas environmental baseline guidance document.

29.2.2.1. An Environmental, Safety, and Occupational Health Plan (ESOHP) must be developed to implement this policy. The ESOHP must identify specific environmental, safety, and occupa-

tional health responsibilities for deploying personnel along with necessary resources to comply with applicable ESOHP requirements. The ESOHP can be incorporated into existing deployment plans or stand alone. MAJCOMs will determine the ESOHP format and content.

29.2.2.2. An environmental impact analysis is required for all deployments. Procedures are contained in AFI 32-7061 (formerly in AFRs 19-2 and 19-3), Environmental Impact Analysis Process, for both CONUS and overseas deployments. Any deviations to the environmental impact analysis process must be expeditiously applied for through the MAJCOM environmental planning function to HQ USAF/CEVP when special or emergency conditions exist.

Section 29A--Airfield Information Folders

29.3. Preparing Folders. The command civil engineer develops and maintains airfield information folders, as required, as part of the contingency planning responsibility. Planners use these folders in preparing civil engineer staff estimates and civil engineer appendices to MAJCOM plans.

29.3.1. A folder is prepared for each airfield in the MAJCOM's geographic area of responsibility that may reasonably be used by US Air Force forces in a contingency operation. The airfields may be in various states of readiness to receive tactical and support aircraft. Airfields should at least have a water source that can be made potable to be considered for contingency planning.

29.3.2. The folder should contain up to four sections, as required: basic airfield information, airfield feasibility analysis (if required), airfield development recommendations (if required), and a current copy of the base's joint support plan (JSP) (if available). These sections are discussed in paragraphs 29.4. through 29.7.

29.4. Basic Airfield Information. Before any airfield analysis can be useful, the planner must obtain all of the pertinent engineering intelligence data on the physical characteristics of the airfield and ensure these data are current and accurate. A minimum source of engineering data to be maintained in the Basic Airfield Information section is the Airfields Data File produced by NIMA. The Airfields Data File may be retrieved from the Airfields System which resides on GCCS.

29.4.1. Once the Airfields Data File for any particular base has been filed for more than 6 months, it should be used only for a preliminary analysis. If further study on the base is required, a new Airfield Data File should be obtained. Any Airfield Data File that is more than 5 years old should be replaced with a current report.

29.4.2. When any information is encountered that is not contained in the Airfield Data File (or is more current):

29.4.2.1. Report it to the National Imagery and Mapping Agency Aerospace Center, NIMA/GIMA, St. Louis, Missouri 63268-3399. Detailed procedures are given in Defense Intelligence Agency Manual (DIAM) 58- 2, Volume II, Part 9, Chapter 3.

29.4.2.2. Request an updated Airfield Data File when submitting the DD-193.

29.4.3. When available airfield data are not adequate to prepare a plan, civil engineer planners must initiate a data information requirement request, using the procedures given in DIAM 58-2, Volume II, Part 9, Chapter 3, or take action to have an on-site field survey conducted. If field surveys require engineering expertise not available to the command engineer or beyond command capabilities, a

request for assistance should be forwarded to the Air Force Civil Engineer Support Agency (AFC-ESA), Tyndall AFB, Florida 32403-5319.

29.4.4. Supplementary documentation needed as part of the basic information is: current aerial stereo pair photographs; plans prepared by other DOD departments and by agencies outside DOD, if available; and 5 to 25 mile radius maps and base layout plans. In each case, the dates and some measure of reliability of this intelligence should be included.

29.5. Feasibility Analysis. A feasibility analysis is a preliminary evaluation of available airfield data to determine an airfield's capability to support a proposed mission. It is required only for new beddown bases, bases being studied for a major mission change, or bases scheduled for a change in status (i.e. standby base to active COB or caretaker base to standby base). It must be maintained for five years following completion of analysis. An assessment by the flight operations community is an integral part of the feasibility analysis. They can best determine if the airfield will meet aircraft requirements.

29.5.1. It must examine the quantities and types of weapons systems to be employed, the time available for airfield development, and the expected duration of the employment. It should include an initial aircraft parking plan to accommodate the worst-case aircraft mix envisioned for that base; it should also consider airfield pavement strength.

29.5.2. To update an Airfield Data File, a brief summary statement is submitted to NIMA/GIMA.

29.6. Development Recommendation. Based on a study of the basic airfield data and the feasibility analysis, engineering planners discuss the major engineering factor that may adversely affect the successful execution of the Air Force mission. The airfield development recommendation must list these factors, together with actions to correct them. In this recommendation, planners must list the deficiencies that must be corrected before or during the contingency before the airfield can support the Air Force mission. It is required only if feasibility analysis is required (see paragraph 29.5.). It must be maintained for the same period of time as the feasibility analysis.

Section 29B--Civil Engineer Planning in Support of an Operation Plan

29.7. Scope of Civil Engineer Planning. Civil engineer planning in support of a unified command operation plan must provide timely, coordinated civil engineer support for tactical and strategic operations.

29.7.1. The US Air Force civil engineer mission in support of a typical OPLAN includes rapid runway repair (RRR); emergency war damage repair to other essential facilities; force beddown; operations and maintenance; crash rescue and fire suppression; render safe and dispose of explosive ordnance; monitor and protect resources subject to nuclear, biological and chemical contamination; and construction management of emergency repair of war damage and force beddown, necessary for the employment of US Air Force forces and weapons systems.

29.7.2. The US Air Force mobility concept enhances this mission by providing rapidly deployable civil engineer forces, using organic air transportable facilities and equipment, to transform bare base sites to operational airfields. Civil engineer plans must incorporate this mobility concept.

29.8. Planning Process. The civil engineer planning function comprises two primary phases: the advisory-coordination phase and the plan development phase.

29.8.1. Advisory-Coordination Phase. During the advisory-coordination phase, civil engineer planners, in cooperation with other staff divisions, prepare staff estimates of various courses of action based on the command planning guidance.

29.8.1.1. These staff estimates, prepared informally or in the form of an Estimate of the Situation, must be based on airfield feasibility analyses to determine the capabilities and limitations of airfields in relation to deployment plans.

29.8.1.2. This joint advisory-coordination effort must take place early in the planning process to ensure that civil engineer recommendations are available to the responsible commander before the concept of operations is firm. At this point, the planning process moves into the plan development phase.

29.8.2. Plan Development Phase. During this phase, planners must take these essential planning steps:

29.8.2.1. Determine time-phased facility requirements to support the deployed weapons systems and forces.

29.8.2.2. Develop an analysis of airfield facility assets. Consider all assets that can be reasonably expected to become available for use by US air forces during the contingency operations.

29.8.2.3. Based on facility requirements and assets, develop deficiency listings with time-phased emplacement of mobile assets or construction requirements. Consider these mobile assets: Harvest Bare, Harvest Eagle, Harvest Falcon and other mobility sets, as well as temporary relocatable modular facility substitutes or preengineered facilities.

29.8.2.4. Develop site layouts, as required, for airfields to determine the availability of real estate to accommodate the required facilities and to highlight real estate deficiencies, if any, as a possible constraint in the execution of the plan.

29.8.2.5. Identify civil engineer forces required for beddown of the deploying force, base hardening operations, base recovery from enemy-inflicted damage (emergency war damage repair), crash rescue and fire suppression operations, operation and maintenance of real property facilities, and construction management of these activities. Identify Air Force civil engineer forces by approved unit type codes as listed in the WMP, Volume III. Include these forces as part of the total support force requirement and list them in the time-phased force and deployment data file.

29.8.2.6. Specify the required equipment and materiel resources necessary to support civil engineer operations listed in the plan. Consider time-phasing and possible pre-stockage.

29.9. Responsibilities of the Planners. To accomplish these planning tasks effectively, the planners must be knowledgeable in site selection, site layout or criteria, expedient construction methods, the capabilities of various types of civil engineer forces and force levels, and employment of mobile facility substitutes and air transportable construction equipment.

29.9.1. They must ensure that current, accurate, and complete airfield engineering intelligence data are used to develop realistic feasibility analyses. They must begin early in the planning process to ensure that the feasibility analyses support the initial selection of airfields for a deployment plan.

29.9.2. To be effective, their support planning must be done at the same time as the operations planning. The airfield information folders in Section 29A are essential for this planning participation.

29.10. Planning Concepts. Civil engineer responsibilities in support of CINC operations plans may include one or more of the following: rapid runway repair (RRR), emergency war damage repair, force beddown, operations and maintenance, crash rescue and fire suppression, passive defense, explosive ordnance disposal, explosive ordnance reconnaissance, disaster preparedness operations, preparation and clearing for base security, base denial, area decontamination, and construction management of these activities. Although there is often a degree of overlap in these functions, they may be treated separately for planning purposes.

29.10.1. Rapid Runway Repair (RRR). To repair bomb-damaged airfields in the least possible time for assured launch and recovery and the highest possible sortie generation rates, RRR procedures must be well planned and equipment must be identified.

29.10.2. Emergency War Damage Repair. A critical function after the outbreak of hostilities will probably be restoring the facilities and utilities. In operations plans for war, estimates must be made of damage to be expected and plans made to reconstitute essential damaged facilities rapidly.

29.10.3. Force Beddown. This involves both the initial development of new bases and the expansion of existing bases to accommodate the deployed forces. The unified commander has overall responsibility for force beddown planning, but the Service planners do the detailed planning for individual bases and base areas for which the unified commander assigns planning responsibility.

29.10.4. Base Operations and Maintenance. At main operating bases, most of the required operations and maintenance (O&M) personnel may already be in place. At bases developed or expanded specifically for the operation, a large number of O&M personnel may need to be deployed. In the early stages of a conflict, when it is necessary to operate essential facilities and utilities, maintenance may not be performed concurrently but may have to be deferred until time permits.

29.10.5. Fire and Crash Rescue. The contingency planner must consider this function carefully. The fire and crash rescue capability at most of our air bases is structured for peacetime operations and is often staffed by local national employees who are not required to perform in a hostile environment. The plan must compensate for all expected shortcomings in this area (such as the ability to handle structure fires and crash and rescue operations at the same time).

29.10.6. Passive Defense. Passive defense is intended to protect friendly forces by concealing and hardening essential facilities, utilities, and personnel. Passive defense may include, but is not limited to, hardening facilities, employing chemical warfare protection, revetting aircraft and facilities, dispersing aircraft and equipment, generating smoke screens, camouflaging and toning down the installation, and placing decoys (see **Chapter 13**).

29.10.7. Explosive Ordnance Disposal (EOD). EOD forces are specially trained and equipped to eliminate or reduce the threat to personnel and resources by rendering safe US and foreign ordnance, as well as improvised devices. They integrate with other civil engineer forces to ensure unexploded ordnance (UXO) are cleared from critical airfield surfaces prior to RRR activities.

29.10.8. Explosive Ordnance Reconnaissance (EOR). EOD personnel train the entire base populace on EOR. Once trained, all are required to perform EOR as a first step in base post-attack recovery. EOR is not to be confused with the detailed reconnaissance of critical airfield surfaces done by damage assessment teams.

29.10.9. Base Security Defenses. This type of work is required to prevent infiltration of the base by covert as well as openly hostile forces. Examples include: erecting perimeter fencing, stringing con-

certina wire, preparing clear-fire zones, erecting watch towers, erecting detention facilities. This type of engineering planning must be closely coordinated with security planning.

29.10.10. Base Denial. Base denial involves destroying or deactivating essential facilities and utilities to deny their use to an enemy after a base has been abandoned by friendly forces.

29.10.10.1. Civil engineers are highly qualified to perform base denial because of their working knowledge of all base facilities and utility systems.

29.10.10.2. Base denial must be carefully preplanned and coordinated because it must generally be performed under severe time constraints and because it is essential to leave intact only as few facilities and utilities as possible.

29.10.11. Area Decontamination. The civil engineer oversees gross area decontamination in a nuclear, biological, and chemical (NBC) environment. (Gross area decontamination does not mean complete decontamination to all facilities, pavements, and land areas of a base. It consists of gross washdown and light earthwork required to remove the bulk of contaminants from those facilities, pavements, and land areas to which the base mission forces must have access.) Other decontamination may proceed as time permits.

29.10.12. Construction Management. Civil engineers must manage the above functions and apply correct priorities and maximum efforts to meet the most critical needs. The most pressing responsibilities are assured aircraft launch and recovery and the highest possible sortie generation rates. Command staff augmentation may be necessary to manage the increased augmentation forces and provide essential technical expertise.

29.10.13. Disaster Preparedness Operations. Disaster preparedness forces are specially trained and equipped to protect personnel and resources subject to nuclear, biological, chemical (NBC), and conventional attack, and monitor for NBC contamination. They interface with other base forces to ensure the air base maintains the required interoperability and survive-to-operate capabilities among those functions vital to success of the mission. The disaster preparedness wartime manpower determinant should be consulted by the MAJCOM planner.

29.11. Finalizing the OPLAN Input. Planners should analyze all of the functions discussed in paragraph 29.10.1. through 29.10.13. together to make the best use of forces and equipment.

29.11.1. After the services complete their planning, they submit data to the unified command where it is coordinated and integrated into a single theater CESP. The CESP is published in the CINC OPLAN, Annex D, Appendix 5.

29.11.2. Although civil engineer support planning is done under the direction and authority of the unified command, service planners adhere to the concepts, guidance, and policies of their respective service.

29.12. RED HORSE. These units possess unique civil engineer capabilities. RED HORSE units are mobile, rapidly deployable, and largely self sufficient. They can perform major force beddown, heavy damage repair, bare base development, and heavy engineering operations. Some examples of their capabilities are water well drilling, explosive/demolition operations, expeditionary barrier installation, airfield lighting, asphalt paving, communication, concrete placement, material testing (soils), quarry operations, rapid runway repair, revetments, and special weapons (M-60 machine guns, 40mm grenade launchers).

29.13. Planning Liaison During Civil Engineer Support Planning. Close coordination among Air Force and MAJCOM planners is essential to ensure that all operations plans are properly supported, using the latest concept on equipment resources, troop utilization, modular facilities, programs in the developmental stages, etc. To this end, these procedures are established:

29.13.1. AFCCs must advise HQ USAF Office of the Civil Engineer, Directorate of Operations and Maintenance (HQ USAF/ILEO) and Air Force Civil Engineer Support Agency, Readiness Directorate, Standards Division, AFCESA/CEX) of the date the CESP is scheduled for completion or revision and of the dates for substantive conferences or working sessions on support planning.

29.13.2. When possible, planning personnel from HQ USAF/ILEO and AFCESA may be available to visit the component command during periods of substantive work on plans and during major conferences. Their objectives are to assist in planning and to ensure coordination between the Air Staff and the MAJCOM.

29.13.3. MAJCOMs must keep AFCESA/DX abreast of current plans and work closely with them for engineering force apportionment, team structuring for sizes, AFSC mix in deploying teams, and skill level composition.

29.14. Civil Engineer Support Plan Appendix to the Logistics Annex. A sample of the standard Civil Engineer Support Plan Appendix is shown in AFMAN 10-401, Volume II, and in JOPES, Volume II. Additional guidance is found in WMP-1. If there is a separate annex (or a separately published CESP Appendix to the Logistics Annex) covering civil engineer aspects, the command civil engineer is the approving official for the annex or appendix.

29.15. Civil Engineer Planning for CONPLANs. Concept planning is needed to develop sound operational support concepts that can be readily expanded into an OPLAN if required. Each CONPLAN should cover civil engineer matters in whatever detail is necessary to support the plan.

29.16. ADP Support for Civil Engineer Support Planning. Supported CINCs may use data mechanization to assist in preparing CESPs. The data processing for CESPs is described in JOPES and the Joint Engineering Planning and Execution System (JEPES) Users Manual.

Chapter 30

SECURITY PLANNING

Section 30A—Information Security

30.1. Introduction to Security Planning. The commander, action officer, or official charged with preparing or issuing a plan, operation order, program, or project decides which measures are to be taken to implement the information security program required by DOD 5200.1-R, *DOD Information Security Program Regulation*; AFD 31-4, *Information Security*; and AFI 31-401, *Managing the Information Security Program*. The personnel security program prescribed by DOD 5200.2-R, *Personnel Security Program*; AFD 31-5, *Personnel Security Program Policy*; and AFI 31-501, *Personnel Security Program Management*, must also be considered so implementation of the plan or operation is not hindered by the lack of personnel authorized access to classified information.

30.2. General Guidance on Preparing the Plan. This segment applies to the operation plan, if classified, and to any classified material, such as documents, procedures, and requirements generated by the plan. The plan must provide security classification guidance, downgrading and declassification instructions, safeguarding responsibilities, and any special control measures required by the original classification authority.

30.2.1. For most operation plans, determination to classify information is based on the information revealed. This information pertains to strategic or tactical military actions including training, movement of troops and equipment, supplies, targets, reaction time, flight plans, alert procedures, and other essential items of information which, if revealed to the enemy, would jeopardize the operation.

30.2.1.1. Operation plans are highly susceptible to inconsistent classification due to the erratic use of derivative classification procedures. Derivative classification is a responsibility of those who incorporate, paraphrase, restate or generate in new form, information that is already classified. During the preliminary drafting of the plan, essential items to be protected must be made known to offices preparing annexes to the plan. This results in consistent derivative classification throughout the draft plan.

30.2.1.2. When the plan is finally issued, the classification guidance should be complete enough for users to assign accurate derivative classifications to related information in their own sphere of responsibility. The guidance may be placed either in the introductory portion of the plan or in the Security Annex, whichever best fits the overall needs of the plan.

30.2.2. Several areas require special attention:

30.2.2.1. Relationships Between Titles, Short Titles, and Nicknames. Classification guidance should never encourage or condone the substitution of a short title or nickname for other phrases in an effort to avoid the need to classify. It may permit the use of an unclassified short title (for example, in receipting), but to use such a title instead of a classified title or phrase in textual matter amounts to adoption of an insecure code and may lead to a compromise of key information.

30.2.2.2. Association and Compilation Classification. Extra care is required to make sure that piecemeal revelation of data does not compromise valuable information (for example, when the numbers of aircraft, specific dates, and the names of bases are related to the title of a plan and to

each other, they can reveal the complete nature of the operation, even though the fragments of information are unclassified when standing alone).

30.2.2.2.1. Under the compilation theory, protection is provided for aggregated information that identifies or tends to reveal the magnitude, direction, and areas of classified research, development, test and evaluation, operations, and intelligence programs. Generally, a compilation of unclassified elements of information should not be classified. In other words, zero-classification can never be CONFIDENTIAL. At least one key element should be classified if the whole is classified. That one key ingredient could be, for example, the fact that the aggregated information represents a unit's capability level.

30.2.2.2.2. An original classification authority who has functional interest or supervisory responsibilities over the information makes the classification determination in accordance with E.O. 12958 (Classified National Security Information). Such classification should be done sparingly and be fully supported with written rationale which should be included in the information so classified. It should identify the added factor that necessitates the classification. Further, state to what extent extractions from the compilation can be made at the unclassified level, to the extent practicable.

30.2.2.3. Ability to Protect Information. In some instances, it may be impossible to protect certain equipment or activities from disclosure. For example, the presence of certain aircraft may be readily seen on a base at some stage of an operation. If so, it is useless to classify information revealing location of the aircraft—even though relationship of the aircraft to the objectives of the plan is classified. Original classification authorities must carefully consider the sensitivity of the information as well as the ability to protect it before making a decision of this nature.

30.2.2.4. Downgrading and Declassification Instructions. Since the need to protect information usually changes as the operation progresses, guidance for declassification must be included IAW E.O. 12958. If possible, it should relate specific events or dates to downgrade or declassify the information. For example, a planned movement may be classified until the movement is completed; thereafter, the presence of aircraft and personnel may be subject to open observation. Declassification at that time facilitates rapid communications and logistic support which may be critical.

30.3. Special Instructions on Specific Items. If necessary, the plan must include guidance on the following:

- 30.3.1. Marking, special handling, and distribution and reproduction limitations.
- 30.3.2. Using code words or nicknames.
- 30.3.3. Special access requirements.
- 30.3.4. Briefing and debriefing requirements.
- 30.3.5. Emergency destruction procedures and precedence.
- 30.3.6. How to make unclassified shipments to classified destinations without compromising the plan.
- 30.3.7. Special procedures for approving the release of information.

Section 30B—Base Security Planning

30.4. Base Security Planning. An extensive and comprehensive base security plan is published at each base.

30.4.1. The Installation Security Plan is the prime example for bases that routinely support priority resources. It provides the detailed guidance required by AFI 31-101 for conducting normal and emergency security operations at the base where the plan applies. Concepts and detailed requirements for developing this plan are in AFI 31-101. In preparing the plan, planners must keep in mind that commanders are ultimately responsible for the security of operational areas and resources under their jurisdiction. For additional guidance, see AFMAN 10-401, Volume II, Appendix 15 to Annex C (Force Protection).

30.4.2. The Installation Resource Protection Plan is the prime security plan for bases that do not support priority resources. It provides detailed guidance required by AFI 31-209 for conducting normal and emergency security operations at the bases where the plan applies. Concepts and detailed requirements for developing this plan are in AFI 31-209.

NOTE: The Installation Security Plan and the Installation Resource Protection Plan may be consolidated into one security forces plan at the commander's discretion.

Section 30C—Local Ground Defense

30.5. Base Defense Plan. AFI 31-301 and AFH 31-305 contains guidance for preparing a ground defense plan. As a rule, this plan is needed only at base-level as required by the major command, due to a current or probable future ground threat. See the sample format in AFMAN 10-401, Volume II, Appendix 15 to Annex C.

30.6. Area Defense Responsibility. In almost every environment where US air forces will operate, an allied or United States ground force command is responsible for defending the area where the base is located. Command relationships and security or defense responsibilities depend on factors of base ownership, national agreements, and mutual agreements among senior commanders.

Section 30D—Security Force Mobility

30.7. Security Force Requirements. Security force personnel have a wide spectrum of missions and responsibilities in a deployed and potentially hostile environment. These include, but are not limited to:

- 30.7.1. Base defense (sectorize, establish area defense, established base defense operation center, defend isolated resources such as POL and ammunition storage areas).
- 30.7.2. Physical security (detect, assess, delay, deny, neutralize).
- 30.7.3. Access control and flow.
- 30.7.4. Coordination with allied/host nation defense forces to ensure mutual support.
- 30.7.5. Coordination with host nation/local law enforcement agencies.
- 30.7.6. Maintenance of law and order.

30.7.7. Coordination with other rear area forces to control traffic and civil disturbances and to regulate prisoners of war and refugees.

30.8. Source of Security Forces. Security forces available for deployment are listed in the WMP-3, Part 2, Support Forces.

Section 30E—The OPLAN Force Protection Appendix

30.9. Preparing the Force Protection Appendix. Most operations plans need a Security Annex to define and describe requirements, responsibilities, and operations which will exist when the plan is implemented. This annex must clearly describe the situation and the support mission in sufficient detail to guide effective action at every level of command. Planners must avoid the "broad brush" treatment of requirements that does not provide a real basis for immediate or effective plan implementation. The annex must give the information needed for planning by subordinate units, other commands, and the 820th Security Forces Group. The 820th SFG is a new organization dedicated to the force protection mission. In particular, if the plan requires the employment of security forces from other commands, this annex must give the information needed by those forces for deployment and employment. Security planners should follow the sample Force Protection Annex formats in AFMAN 10-401, Volume II, for preparing a MAJCOM supporting plan Force Protection Annex. Detailed administrative guidance is also provided in **Chapter 8**.

Chapter 31

SPACE OPERATIONS SUPPORT PLANNING

31.1. The Mission of Space Operations. Air Force Space Command supports the Air Force's capability to prosecute a war by improving in-place command, control, communications, and intelligence; connectivity; early warning of tactical ballistic missiles and high-performance aircraft; targeting accuracy; navigation; weather assessment; and other reconnaissance capabilities. Space assets support several crucial areas vital to the Air Force mission.

31.2. Air Force Space Command (AFSPC) Capabilities. The primary mission capability is to enhance US military operations by ensuring access to and use of space. Space operations include launch, satellite control, and missile warning. Emphasis is placed on space system application to early warning; situational awareness; and mission planning, rehearsal and execution.

31.3. Command and Control of AFSPC Forces. The Commander, AFSPC, exercises command and control over assigned units, worldwide. Crisis/contingency and wartime operations will be under the combatant command of the Commander-in-Chief, US Space Command (USCINCSpace). Taskings for AFSPC forces will be through precoordinated warplans or through the supported CINC and USCINCSpace. As a rule, a qualified representative from AFSPC will provide advice and technical assistance directly to the Air Force component staff and assist in passing tasking directives for AFSPC through the appropriate channels.

31.4. Preparing the Space Operations Annex. Following consideration of the various staff estimates, the unified commander decides the course of action to be adopted. Based on the decision, the component supporting plan, including the Space Operations Annex, is prepared. Theater commanders without space operations officers on their staffs will coordinate with AFSPC when preparing Annex N to ensure all possible force enhancement measures are considered. AFMAN 10-401, Volume II, provides the sample formats for preparing the Space Operations Annex.

31.4.1. A Space Operations Annex is required if the operation plan involves tasking for force enhancement operations using space-based systems. The annex has two basic purposes:

31.4.1.1. It provides a commander with the capabilities of space support operations.

31.4.1.2. It specifically tasks AFSPC and subordinate units as an integral element of Air Force tactical forces.

Chapter 32

AIRCREW LIFE SUPPORT PLANNING

32.1. Aircrew Life Support (LS) Planning Function. This chapter outlines policies for the LS program and establishes the LS Appendix format shown in AFMAN 10-401, Volume II. Aircrew LS planning is essential to support aircrew members during contingencies and wartime. Therefore, LS planners at all levels must play an active role in accomplishing functional responsibilities in operation planning. This is required to ensure the planning process adequately defines total contingency/wartime requirements and that resources are available to meet those requirements. The LS contingency planning must be fully outlined in applicable Operation Plans (OPLANs) and specified in MAJCOM concepts of operations (CONOPS). These documents establish the necessary basis for total wartime requirements and resources to meet contingency operations.

32.2. Aircrew Life Support Mission. Aircrew LS is an integrated program to provide mission-ready aircraft installed/prepositioned life support equipment (LSE) and aircrews with fail proof aircrew life support continuation training (ALSCT) and equipment. At the base-level the Life Support Program is the lead function for executing LS directives and coordinating planning and programming efforts concerning the Air Force Life Support System. See AFPD 11-3, *Life Support*, and AFI 11-301, *Life Support Program*.

32.2.1. Each MAJCOM will review and prepare plans (command and joint) identify and properly address LS planning requirements and actions to affect full compliance with WMP 1, Annex S, Appendix 10. LS annexes to OPLANs must establish procedures to meet contingency requirements for aircrew equipment, ALSCT, deployed operations, intercommand support, and aircrew chemical defense operations (See Aircrew Life Support Planning Appendix in AFMAN 10-401, Volume II).

32.3. Air Force Life Support Objectives. The objectives of the Air Force Life Support System are to:

32.3.1. Provide necessary support for sustaining aircrew contingency operations at CONUS, intertheater and intratheater locations.

32.3.2. Ensure mission accomplishment by equipping aircrews with required life support systems.

32.3.3. Reduce injuries and increase survival rates by providing aircrews and passengers with the most reliable equipment available.

32.3.4. Train aircrews and passengers on the effective use and operation of LSE and escape systems.

32.3.5. Provide fail-proof life sustaining equipment in support of flying operations, or when called upon for escape from the aircraft and descent to ground level, and on the ground awaiting for rescue or return to duty.

32.3.6. Be responsible for aircrew LSE and aircrew chemical defense equipment inspection/repair and decontamination processing in aircrew contamination control areas (ACCA) required for sustainment of assigned missions.

32.3.7. Support the Air Force Aeromedical Evacuation (AE) system requirements with appropriate training, equipment, and deployed LS personnel. Provide LS policies and procedures for maintaining intratheater, intertheater, CONUS and opportune AE.

32.4. Concept of Operations (CONOPS). Sustainability of the deployed flying operation is the focus of the LS CONOPS. Employment of LS personnel within and to operational theaters will be accomplished to systematically support aircrew and aircraft generations. This will be accomplished through a six prong approach.

32.4.1. Sustainment of PACAF and USAFE theater in-place resources. Due to limited PACAF and USAFE theater resources, sustainment of these in-place resources is essential. Theater resources should provision for deployed CONUS resources to sustain in-place and forward theater operations.

32.4.2. Deployment capability of LS, as part of individual flying squadrons to theater operations. Deployment of LS personnel as an integral part of individual flying squadrons is essential. This will provide the required support capability for the specific weapon system. The LS operations should be self sufficient and autonomous. Capability for independent ACCA operations must be available.

32.4.3. Deployment capability of LS to maintain centralized airlift enroute support structures is accomplished through activation of applicable 9AL series UTCs. These UTCs are established to support the en route structure for airlift aircrews/aircraft staging or transiting for contingency operations. MAJCOMs should ensure deployment packages include all AFSCs necessary to support LS operations (i.e., egress; survival equipment; Survival, Evasion, Resistance, and Escape (SERE); etc.) En route LS responsibilities include but are not limited to; scheduled and unscheduled LSE maintenance, aircraft generations, storage/issue of individual aircrew LSE, aeromedical aircrew and mission support, and relief/backfill for aircrew chemical defense operations.

32.4.4. Capability of LS to maintain theater/home-station aircrew and aircraft rotation rates. Home station units supporting contingency operations should prepare for increased aircrew and aircraft flow rates. These responsibilities include but are not limited to scheduled and unscheduled LSE maintenance, aircraft generations, storage/issue initial issue of individual aircrew LSE, relief/backfill, and aircrew chemical defense shelter operations.

32.4.5. Capability of life support to sustain Air Force flying training units. The LS personnel will continue to train and equip technicians and aircrews at Air Force technical schools and flying training units.

32.4.6. HQ AETC and AFMC resources will backfill CONUS locations and augment the theaters of operation with mobility qualified personnel during planned rotations. Ideally, AETC and AFMC can expect to commit up to 40% of their LS manpower to augment/backfill forward deployed theater LS personnel during contingency operations to include aircrew chemical defense processing.

Chapter 33

MILITARY DECEPTION PLANNING

33.1. General Guidance:

33.1.1. Deception operations can significantly enhance joint warfighting capabilities. Deception is a proven means of influencing adversary military decision makers to act in ways advantageous to US military objectives and missions.

33.1.2. CJCSI 3211.01A, *Joint Military Deception*, provides joint policy guidance for military deception. AFI 10-704 and the HQ USAF Tactical Military Deception Security Classification Guide provide policy guidance for Air Force deception. Reference should be made to these documents for information concerning responsibilities relating to military deception and for specific procedures and restrictions relating to military deceptions planned and conducted in support of joint and service operations.

33.1.3. Definition. Tactical military deception is defined as being those actions executed to deliberately mislead adversary tactical decision makers as to friendly military capabilities, intentions, and operations, thereby causing the adversary to take specific actions or inactions that will contribute to the accomplishment of the friendly mission.

33.1.4. Information Warfare is the integrated use of OPSEC, military deception, psychological operations (PSYOP), electronic warfare (EW), counterintelligence operations, and physical destruction, mutually supported by intelligence, to deny information to, influence, degrade, or destroy adversary C2 capabilities while protecting friendly C2 capabilities against such actions.

33.2. Authority for Military Deception

33.2.1. Under the authority of the CINCs and subject to the provisions of CJCSI 3211.01A, Enclosure B, para 4, tactical-level joint force commanders (JFCs) may plan and execute tactical military deception in support of joint operations and activities during war or military operations other than war (MOOTW).

33.2.1.1. Subject to provisions outlined in CJCSI 3211.01A, joint commanders at all levels may plan and execute military deception in support of OPSEC as part of military operations or activities during war or (MOOTW).

33.2.1.2. Subject to provisions outlined in CJCSI 3211.01A, the Air Force Chief of Staff may plan and execute military deception in support of combatant commands' deceptions and to support Air Force functions.

33.3. Responsibilities:

33.3.1. The Air Force Chief of Staff is assigned the following responsibilities IAW CJCSI 3211.01A:

33.3.1.1. Advise the Chairman Joint Chiefs of Staff concerning Air Force deception matters.

33.3.1.2. Produce appropriate Air Force directives and publications for military deception that incorporate: (1) CJCS policy, planning guidance, and doctrine for planning and executing military deception. (2) Procedures for providing deception assistance and support to combatant commanders who are planning or executing military deception operations.

33.3.1.3. Maintain deception trained personnel and related equipment that meet the operational requirements of the combatant commanders.

33.3.1.4. Develop deception doctrine, techniques, and organization to meet the requirements of the combatant commands.

33.3.1.5. Provide deception training and planning support to the combatant commands when requested by the Joint Staff and to the Service components of combatant commands when requested by those components.

33.3.1.6. Comply with provisions stated in CJCSI 3211.01A , Enclosure C, paragraphs 4c and 4h.

33.3.2. MAJCOMs and Air Force components to combatant commands are assigned the following responsibilities:

33.3.2.1. Provide command guidance and tasking for planning and conducting military deception.

33.3.2.2. Prepare and submit deception concepts and plans, as appropriate, in response to taskings or in support of command contingency plans and operations.

33.3.2.3. Designate an OPR and principle deception planner for military deception and Information Warfare (IW) matters and activities.

33.3.2.4. Conduct military deception training and incorporate deception into IW exercise scenarios.

33.3.2.5. Provide deception planning requirements for intelligence and counterintelligence analysis to the Air Force Information Warfare Center (AFIWC).

33.3.2.6. Establish and maintain a deception network. This network should have, at a minimum, representatives from intelligence, current operations, logistics, deliberate planning, communications, and legal.

33.4. Conduct of Operations

33.4.1. Military deceptions are conducted to support military operations. They are conducted to influence the actions of adversary tactical military decision makers. All deceptions must be consistent with US military objectives and interests and must be an integral part of commanders' courses of action.

33.4.1.1. Military deceptions are conducted to mislead US military adversaries, causing them to take actions that contribute to US operational effectiveness. Deception can mask, protect, reinforce, exaggerate, minimize, distort, or otherwise misrepresent US capabilities, intentions, operations, and activities.

33.4.1.2. Military deceptions will not intentionally target or mislead the Congress, US public, news media, or any open source publications.

33.4.1.3. Military deception will comply with US law, applicable international law, treaties and agreements to which the US is a party, and DOD and Air Force regulations and policies. Deception planners need to consult with their legal advisors throughout the planning process to ensure compliance with the appropriate requirements.

33.4.1.4. Deception operations will comply with the established rules of engagement for US forces.

33.5. Planning:

33.5.1. Air Force deception planning guidance:

33.5.1.1. Air Force component commanders will conduct military deception planning as part of deliberate, crisis-action, and campaign planning processes. Deliberate and crisis planning will be done IAW JOPES, Volume I, and CJCSI 3211.01A. Campaign planning will be done IAW JOPES, Volume I, Joint Pub 5-00.1, *Joint Tactics, Techniques, and Procedures for Campaign Planning*, and CJCSI 3211.01A.

33.5.1.2. The situation will dictate whether deception planning results in a stand-alone deception plan or in a deception plan that is part of the operations annex of a command's OPLAN, CONPLAN, or OPORD.

33.5.1.3. The formats for the deception portions of OPLANs, CONPLAN, and OPORDs are governed by JOPES, Volume II, and this manual. Joint and Air Force stand-alone deception plans and orders will follow the same format.

33.5.1.4. Joint Pub 3-13 provides information on the integration of deception planning with IW planning.

33.5.1.5. Joint Pub 3-58 provides detailed guidance on deception planning.

33.5.2. Air Force planning assistance:

33.5.2.1. Air components and MAJCOMs may request planning assistance from other MAJCOMs, other Air Force components, and HQ USAF/XOIWO.

33.5.2.2. Air Force components and MAJCOMs will coordinate with HQ USAF/XOIWO and Joint Staff prior to requesting or using planning assistance from any non DOD organization.

33.5.2.3. Air Force components may request Joint Command and Control Warfare Center (JC2WC) support through their combatant commands. Combatant commands will submit Air Force component requests through the Joint Staff (J-3).

33.5.3. Air Force components will coordinate deception plans IAW the combatant commands Tab A to Appendix 3 to Annex C. If no guidance exists, component deception planners will coordinate their deception plans using the following guidance:

33.5.3.1. Planning coordination will be conducted IAW JSCP, Annex K, Military Deception. Air Force components and MAJCOMs must balance the need for adequate coordination with the strict need-to-know criteria required for security.

33.5.3.2. Although liaison is authorized, Air Force components and MAJCOMs will not coordinate the execution of military deceptions with non-DOD US Government organizations without prior coordination with HQ USAF/XOIWO and the Joint Staff.

33.5.3.3. Air Force components and MAJCOMs requiring intelligence support that exceeds local available capabilities may request assistance from DIA, NSA, or the Joint Staff through their combatant commands. Counterintelligence support should be requested from the MAJCOM's Counterintelligence Staff Officer (CISO).

33.5.3.4. Deception planners must assess all potential consequences and coordinate with those commands and organizations that might be affected if certain means are used. Deception planners

must also conduct policy and legal reviews to ensure no means are employed which will violate law or policy (US or international).

33.6. Review Requirements: AFCC or MAJCOM deception planners will submit their deception plans IAW CJCSI 3211.01A if the plan meets one or more of the criteria listed in CJCSI 3211.01A, Enclosure B, para 4.

33.7. Review Process:

33.7.1. Air Force component and MAJCOM deception plans that meet the review requirements listed in para 6 should have a working knowledge of CJCSI 3211.01A, Enclosure E, Joint Military Deception Plan Review System.

33.7.2. Air Force component and MAJCOM deception plans that do not meet the requirements listed in para 6 will submit their deceptions plans for review by the combatant command and the Air Staff for their possible impact on other plans and operations and for their:

33.7.2.1. Legality. Do all aspects of the proposed deception conform to US and international law and to any treaties to which the United States is a party?

33.7.2.2. Propriety. Is the proposed deception appropriate for the operation it is intended to support? How does the deception relate to the political and military situation that exists in the world or in the specific region where the deception will be conducted?

33.7.2.3. Feasibility. Is the deception practical? What is the likelihood of success?

33.7.2.4. Cost. What monetary cost is associated with the deception? Is the cost justified by the expected benefit that will result if the deception is successful?

33.7.2.5. Risk. How critical is the deception to the success of the supported operation? Is the cost justified by the expected benefit that will result if the deception is successful?

33.7.2.6. Conformity. Does the proposed deception conform with national military objectives and policies?

33.8. Security:

33.8.1. Security procedures will be IAW DOD 5200.1/AFI 31-401, CJCSI 3211.01A, Enclosure F, and the Air Force Tactical Military Deception Security Classification Guide, Section II.

33.8.1.1. Deception concept, plans, and operations will be given the necessary levels of protection to ensure the need-to-know principle applies during every phase of planning, review, approval, and execution.

33.8.1.2. Military deception plans and operations will conform to combatant command, Air Force, and CJCSI 3211.01A security guidance and procedures.

33.8.2. Information relating to specific military deceptions should be controlled in such a manner as to limit access to the fewest possible individuals. Some of the steps that can be taken include:

33.8.2.1. Handling documents outside normal administrative and planning channels (i.e., documents are hand-carried and viewed only by those who meet the need-to-know criteria).

33.8.2.2. Using a roster attached to the document to indicate who has seen the document. The list will include name, rank, organization, and date of access.

33.8.2.3. Distinctively marking deception documents.

33.8.3. Deception-related information will have cover sheets with the appropriate classification markings and will be annotated as follows:

CONTROLLED ACCESS

CONTROLLED ACCESS TO THIS DOCUMENT IS REQUIRED

IN ACCORDANCE WITH CJCS INSTRUCTION 3211.01A.

NORMAL ADMINISTRATIVE CHANNELS SHALL NOT BE USED.

HAND-CARRY DURING ROUTING.

33.8.4. Storage of deception material will be IAW Tactical Military Deception Security Classification Guide, Section II.

33.8.5. When loss, inadvertent disclosure, or compromise is suspected, it is essential that timely action be taken to minimize the adverse effects. The following actions will be taken upon discovery of a compromise:

33.8.5.1. Comply with requirements of DOD 5200.1/AFI 31-401.

33.8.5.2. Notify unit, NAF, MAJCOM, and HQ USAF tactical deception officer within 24 hours. If the compromise occurs over a weekend, notification will be made on the first possible duty day.

33.8.6. HQ USAF/XOIWO will provide classification guidance for all aspects of military deception conducted in support of Air Force operations.

33.8.7. J39/IO-TSB will provide classification guidance for all aspects of military deception conducted in support of joint operations.

PATRICK K. GAMBLE, Lt General, USAF
DCS/Air and Space Operations

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

NOTE: For additional lists of acronyms and definitions, see Joint Pub 1-02, *DOD Dictionary of Military and Associated Terms* (available for viewing or downloading from the Joint Electronic Library at <http://www.dtic.mil/doctrine/jel/>) or AFSC Pub 1, *The Joint Staff Officer's Guide* (available for viewing or downloading from the Armed Forces Staff College home page at <http://www.afsc.edu/>)

Abbreviations and Acronyms

AAFIF—automated air facility information file

AIRCCS—Air Combat Camera Service

ABO—air base operability

ACC—Air Combat Command

AD—priority add-on

ADCON—administrative control

ADP—automatic data processing; automated data processing

ADPS—automatic data processing system

AFC2S—Air Force Command and Control System

AFCC—Air Force Component Command

AFCESA—Air Force Civil Engineering Support Agency

AFMC—Air Force Materiel Command

AFMRF—Air Force Manpower Readiness Flight

AFOSI—Air Force Office of Special Investigations

AFPG—Air Force Planning Guide

AFRC—Air Force Reserve Command

AFRTS—Armed Forces Radio and Television Service

AFSC—Air Force specialty code

AFSOC—Air Force Special Operations Command

AFSPACE—Air Force Space Command

AFWMAA—Air Force Wide Mission Area Analysis

AIA—Air Intelligence Agency

AIS—Automated Information System

AMC—Air Mobility Command

AMT—Aerial Mail Terminal

ANG—Air National Guard

AO—area of operations

AOR—area of responsibility

APO—Air Post Office

APOD—aerial port of debarkation

APOE—aerial port of embarkation

APORTS—aerial ports and an operating bases file (JOPES)

ARC—Air Reserve Component

ASSETS—transportation assets file (JOPES)

ASW—antisubmarine warfare

ATCALs—air traffic control and landing systems

AWADS—adverse weather aerial delivery system

BES—budget estimate submission

BLMPS—Base-level Military Personnel System

CB—chemical and biological

CBPO—Consolidated Base Personnel Office

C2—command and control

C2S—command and control systems

C2W—command and control warfare

C3—command, control, and communications

C3I—command, control, communications, and intelligence

C4—command, control, communications, and computers

C4I—command, control, communications, computers, and intelligence

C4ISR—command, control, communications, computer, intelligence, surveillance, and reconnaissance

C-E—communications-electronics

CE—civil engineering

CEF—civil engineering data file (JOPES)

CENTAF—U.S. Air Forces, U.S. Central Command

CESP—civil engineering support plan

CESPG—civil engineering support plan generator (JOPES)

CHSTR—characteristics of transportation resources file (JOPES)

CI—counterintelligence

CIA—Central Intelligence Agency

CIN—cargo increment number

CINC—Commander in Chief

CJCS—Chairman of the Joint Chiefs of Staff

CJCSI—Chairman of the Joint Chiefs of Staff Instruction

CJCSM—Chairman of the Joint Chiefs of Staff Manual

CJTF—Commander, Joint Task Force

CM—Configuration Manager

CMDS—Command Manpower Data System

CNASP—Chairman's Net Assessment for Strategic Planning

COA—course of action

COB—Co-located Operating Base

COCOM—Combatant Command

COMAMC—Commander, Air Mobility Command

COMACC—Commander, Air Combat Command

COMINT—communications intelligence

COMPES—Contingency Operation/Mobility Planning and Execution System

COMSC—Commander, Military Sealift Command

COMSEC—communications security

CONOPS—concept of operations

CONPLAN—operation plan in concept format

CONUS—continental United States

CPA—Chairman's Program Assessment

CPG—Contingency Planning Guidance

CR—combat rescue

CRAF—Civil Reserve Air Fleet

CS—combat support

CSAF—Chief of Staff, US Air Force

CSS—combat service support

CW—chemical warfare

CY—calendar year

DA—Director of Administration

DAF—Department of the Air Force

DCAPES—Deliberate and Crisis Action Planning and Execution System

DCS—deputy chief of staff

DEPID—deployment indicator code

DET—detainee

DFSC—Defense Fuel Supply Center

DIRLAUTH—direct liaison authorized

DPG—Defense Planning Guidance

DGZ—desired (or designated) ground zero

DIA—Defense Intelligence Agency

DISA—Defense Information Systems Agency

DLA—Defense Logistics Agency

DMD—deployment manning document

DNA—Defense Nuclear Agency

DOC—designed operational capability

DOD—Department of Defense

DPI—data processing installation

DRB—Defense Resources Board

DRMD—deployment requirements manning document

DRU—direct reporting unit

DTCSS—direct tactical communications security support

EA—electronic attack

EC—electronic combat

E&E—evasion and escape

EEI—essential elements of information

EEFI—essential elements of friendly information

ELINT—electronics intelligence

EM—equipment management

EMCON—emission control

EMP—electromagnetic pulse

EO—execute order

EOD—explosive ordnance disposal

EOR—explosive ordnance reconnaissance

EP—electronic protection
EPW—enemy prisoner of war
E&S—engineering and services
EUCOM—European Command
EW—electronic warfare
FAC—functional account code
FAD—force or activity designator
FAM—functional area manager
FAPES—Force Augmentation Planning and Execution System
F&FP—force and financial program
FIC—force indicator code (JOPES)
FLIR—forward looking infrared radar
FM—force module
FOIA—Freedom Of Information Act
FOA—field operating agency
FOL—Forward Operating Location
FORSIZE—HQ USAF Support Force Sizing Exercise
FRAG—fragmentation code (JOPES)
FRG—force requirements generator (JOPES)
FRN—force requirement number (JOPES)
FUN—Functional Users Network
FY—fiscal year
FYDP—Future Years Defense Plan
GA—Global Assessment
GBU—guidance, bomb unit
GCCS—Global Command and Control System
GCCS-T—Global Command and Control System (Top Secret)
GEOFILE—standard specified geographic location file (JOPES)
GEOLOC—geolocation code (JOPES)
GFOAR—Global Family of OPLANs Assessment Report
GSORTS—Global Status of Resources and Training
GTN—Global Transportation Network

HAF—Headquarters Air Force

HF—high frequency

HNS—host nation support

HUMINT—human resources intelligence

ICD—imitative communications deception

ICOD—intelligence cutoff date

ID—identification or identifier

IDHS—intelligence data handling system

IDO—installation deployment officer

IFF—identification, friend or foe

IG—Inspector General

IM—Information Management

IMF—Information Management Flight

IMINT—imagery intelligence

INS—insert code

IPL—integrated priority list

IPSP—Intelligence Priorities for Strategic Planning

IPSS—initial pre-planned supply support

ISS—information systems security

IST—initial support team

IW—Information Warfare

JA—judge advocate

JCS—Joint Chiefs of Staff

JDS—Joint Deployment System

JEPES—Joint Engineering Planning and Execution System (JOPES)

JFAST—Joint Flow and Analysis System for Transportation

JIB—joint information bureau

JIEP—Joint Intelligence Estimate for Planning

JLRSA—Joint Long-Range Strategic Appraisal

JMNA—Joint Military Net Assessment

JMRO—joint medical regulating office

JOPES—Joint Operation Planning and Execution System

JOESREP—JOPES Reporting System

JPEC—Joint Planning and Execution Community

JRCC—Joint Rescue Coordination Center

JRS—Joint Reporting System (JOPES)

JS—Joint Staff

JSAM—Joint Security Assistance Memorandum

JSCP—Joint Strategic Capabilities Plan

JSPD—Joint Strategic Planning Document

JSPDSA—JSPD Supporting Analysis

JSPS—Joint Strategic Planning System

JSR—Joint Strategy Review

JTF—Joint Task Force

JULLS—Joint Universal Lessons Learned System

JWCA—Joint Warfighting Capability Assessment

KIA—killed in action

LAD—latest arrival date (JOPES)

LFF—Logistic Factors File

LGX—logistic plans office (JOPES)

LIMFAC—limiting factor

LOC—lines of communications

LOGAIR—logistics airlift

LOGDET—logistics detail

LOGFAC—Logistics Feasibility Analysis Capability

LOGFOR—Logistics Force Packaging System

LOGMOD—Logistics Module

LOGPLAN—Logistics Planning Subsystem

LOGSAFE—Logistics Sustainability Analysis and Feasibility Estimator

LOI—letter of instruction

LPF—Logistics Planning File (JOPES)

MAA—mission area analysis

MAF—manpower availability factor

MAJCOM—major command

MANFOR—manpower force packaging system

MANPER—Manpower and Personnel Module

MANPER-B—Manpower and Personnel Module - base-level (COMPES)

MANPER-H—Manpower and Personnel Module - HQ USAF (COMPES)

MANPER-I—Manpower and Personnel Module - Intermediate HQ (COMPES)

MANPER-M—Manpower and Personnel Module - MAJCOM level (COMPES)

MANREQ—USAF Wartime Manpower Requirements Exercise

MAT—Medical Analysis Tool

MC&G—mapping, charting, and geodesy

MCA—Mail Control Activity

MDS—mission, design, series

MEFPAK—Manpower and Equipment Force Packaging System

METCON—control of meteorological information

MET—management engineering team

MFE—manpower force element

MFEL—manpower force element listing

MIA—missing in action

MIJI—meaconing, intrusion, jamming, interference

MILSTAMP—military standard transportation and movement procedures

MISCAP—mission capability

MNT—manpower type code

MOB—Main Operating Base

MOG—maximum on ground

MOI—mission oriented item

MOIA—mission oriented item activity

MOIAR—mission oriented item activity report

MOOTW—military operations other than war

MOPP—Mission-Oriented Protective Posture

MPM—Medical Planning Module (JOPES)

MPS—maritime prepositioning ships

MPSA—Military Postal Service Agency

MRE—meal, ready to eat

MRG—movement requirement generator
MWR—morale, welfare, and recreation
MTMC—Military Traffic Management Command
MTW—major theater war
NATO—North Atlantic Treaty Organization
NAVAID—navigation aid
NBC—nuclear, biological, and chemical
NBI—nonbattle injury
NCA—National Command Authorities
NEO—noncombatant evacuation order
NFIB—National Foreign Intelligence Board
NIPRNET—Non-Secret Internet Protocol Routing Network
NMR—news media representative
NMS—National Military Strategy
NOA—nuclear option analysis
Non-WSTA—Non-Weapon System Table of Allowance
NOPLAN—no plan available or prepared
NORAD—North American Aerospace Defense Command
NPG—nonunit personnel generator
NSA—National Security Agency
NSDA—nonself-deployable aircraft
NSC—National Security Council
NSCS—National Security Council System
NSDD—National Security Decision Directive
NSN—national stock number
NSO—Non Single Integrated Operational Plan option
NSS—National Security Strategy
OADR—Originating Agency's Determination Required
OASD(PA)—Office of the Assistant Secretary of Defense (Public Affairs)
O&M—operations and maintenance
OMB—Office of Management and Budget
OPCON—operational control

OPLAN—operation plan
OPORD—operation order
OPR—office of primary responsibility
OPREP—commander's operational report
OPSEC—operations security
OSD—Office of the Secretary of Defense
OT&P—Operational Testing and Priorities
PA—public affairs
PAA—primary aircraft authorized
PACAF—U.S. Air Forces, U.S. Pacific Command
PAS—personnel accounting symbol
PAX—passengers
PB—President's Budget
PBD—Program Budget Decision
PDM—Program Decision Memorandum
PERSCO—personnel support for contingency operations
PFF—Planning Factors File
PGM—precision guided munitions
PIC—Parent Indicator Code
PID—plan identification number (JOPES)
PIN—personnel increment number (JOPES)
PKO—peacekeeping operations
PM—program manager
POB—Personnel Order of Battle
POC—point of contact
POD—port of debarkation (JOPES)
POE—port of embarkation (JOPES)
POL—petroleum, oils, and lubricants
POM—Program Objective Memorandum
PORTS—ports characteristics file (JOPES)
PPBS—Planning, Programming, and Budgeting System
PROVORG—providing organization

PSC—Postal Service Center

PSRC—Presidential Selective Reserve Call-up

PSYOP—psychological operations

PUF—Planning Units File

PVO—Private Volunteer Organization

PW or POW—prisoner of war

PWRMS—prepositioned war reserve material stock

QDR—Quadrennial Defense Review

RCA—riot control agents

RCS—reports control symbol

RDA—Requirements Development and Analysis

RDD—required delivery date (JOPES)

RIBS—readiness in base services

RLD—ready to load date (JOPES)

ROE—rules of engagement

RMX—resource management plans office

RPFO—resupply planning factors office

RSP—readiness spares package

RRR—rapid runway repair

SACEUR—Supreme Allied Commander Europe

SAR—search and rescue

SBSS—Standard Base Supply System

SDI—Special Duty Identifier

SECDEF—Secretary of Defense

SHF SATCOM—high frequency satellite communications

SIF—selective identification feature

SIGINT—signals intelligence

SIGSEC—signals security

SIOP—single integrated operational plan

SIPRNET—Secret Internet Protocol Routing Network

SLAR—side-looking airborne radar

SM—system monitor

SO—special operations

SOP—standing (or standard) operating procedure

SORTS—Status of Resources and Training System

SOUTHAF—U.S. Air Forces, U.S. Southern Command

SPA—Strategy and Policy Assessment

SpI—special investigations

SPOD—sea port of debarkation

SPOE—sea port of embarkation

SRC—service reserved code; survival recovery center

SRF—summary reference file

SRR—Survival, Recovery, and Reconstitution

SSC—smaller-scale contingency

TA—table of allowance

TACON—tactical control

TALCC—tanker airlift control center

TALCE—tanker airlift control element

TC-AIMS II—Transportation Coordinator's Automated Information for Movement System

TDI—Target Data Inventory

TEREC—tactical electronic reconnaissance

TEP—theater engagement plan

TISEO—target identification set, electro-optical

TLCF—teleconference

TOC—transportation operating commands

TPFDD—Time-Phased Force and Deployment Data

TPFDL—Time-Phased Force and Deployment List

TRANSEC—transmission security

TRAP—tanks, racks, adapters, and pylons

TSE—tactical support element

TUDET—Type Unit Equipment Detail File (JOPES)

TUCHA—Type Unit Data File (JOPES)

TYPREP—Type Unit Data Report (JOPES)

UCP—Unified Command Plan

UDM—unit deployment manager

UIC—unit identification code (JOPES)

ULC—unit level code (JOPES)

ULN—unit line number (JOPES)

UNAAF—Unified Action Armed Forces (Joint Pub 0-2)

USAFE—U.S. Air Forces, U.S. European Command

U.S.C.—United States Code

USCENTCOM—U.S. Central Command

USCINACOM—Commander in Chief, U.S. Atlantic Command

USCINCCENT—Commander in Chief, U.S. Central Command

USCINCEUR—Commander in Chief, U.S. European Command

USCINCPAC—Commander in Chief, U.S. Pacific Command

USCINCSO—Commander in Chief, U.S. Southern Command

USCINCSOC—Commander in Chief, U.S. Special Operations Command

USCINCSpace—Commander in Chief, U.S. Space Command

USACOM—U.S. Atlantic Command

USEUCOM—U.S. European Command

USFJ—U.S. Forces Japan

USFK—U.S. Forces Korea

USIA—U.S. Information Agency

USPACOM—U.S. Pacific Command

USSOCOM—U.S. Special Operations Command

USSOUTHCOM—U.S. Southern Command

USTRATCOM—U.S. Strategic Command

USTRANSCOM—U.S. Transportation Command

UTC—unit type code (JOPES)

UW—unconventional warfare

VI—Visual Information

WAA—wartime aircraft activity

WAAR—Wartime Aircraft Activity Report

WAARS—Wartime Aircraft Activity Report System

WHNS—wartime host nation support

WIA—wounded in action

WISP—Wartime Information Security Program

WMP—War and Mobilization Plan

WRM—war reserve materiel

Terms

Air base operability—The integrated capability of an installation to defend against, survive the effects of, and recover from hostile action, thus supporting effective wartime employment of air power. Air base operability provides the sustained operational capability to wage war.

Augmentation Forces—Forces to be transferred to the operational control of a supported commander during the execution of an operation. (Joint Pub 1-02)

Combat Forces—Those forces whose primary missions are to participate in combat. (Joint Pub 1-02) (For the purposes of this manual, consists of flying forces such as those contained in the USAF War and Mobilization Plan, Volume 3, Part 1, which normally operate in a hostile environment and are subject to hostile fire.)

Deliberate Planning—(1) The JOPES process involving the development of joint operation plans for contingencies identified in joint strategic planning documents. Conducted principally in peacetime, deliberate planning is accomplished in prescribed cycles that complement other DOD planning cycles and in accordance with the formally established Joint Strategic Planning System. (2) A planning process for the deployment and employment of apportioned forces and resources that occurs in response to a hypothetical situation. Deliberate planners rely heavily on assumptions regarding the circumstances that will exist when the plan is executed.

Execution Planning—The phase of the Joint Operation Planning and Execution System crisis action planning process that provides for the translation of an approved course of action into an executable plan of action through the preparation of a complete operation plan or order. Execution planning is detailed planning for the commitment of specified forces and resources. During crisis action planning, an approved operation plan or other NCA-approved course of action is adjusted, refined, and translated into an operation order. Execution planning can proceed on the basis of prior deliberate planning, or it can take place in the absence of prior planning.

Force List—A total list of forces required by an operation plan, including assigned forces, augmentation forces, and other forces to be employed in support of the plan. (Joint Pub 1-02)

Force Module—A grouping of combat, combat support, and combat service support forces, with or without appropriate non-unit-related personnel and supplies. The elements of force modules are linked together or uniquely identified so that they may be extracted from or adjusted as an entity in the planning and execution data bases to enhance flexibility and usefulness of the operation plan during a crisis.

Force Requirement Number (FRN)—The alphanumeric code used to uniquely identify force entries in a given operation plan time-phased force and deployment data. (Joint Pub 1-02)

Force Shortfall—A deficiency in the number or types of units available for planning within the time required for performing an assigned task.

Initial Preplanned Supply Support (IPSS)—Standardized procedures to identify, locate, and assign

priorities for shipping critical items of supply within supply classes III, V, and VII that must commence movement simultaneously with the implementation of an operation plan (OPLAN). IPSS is mandatory for the first 30-days' requirements for those OPLANs specifically designated by the CJCS.

Joint Operation Planning and Execution System (JOPES)—A continuously evolving system that is being developed through the integration and enhancement of earlier planning and execution systems: JOPS and JDS. It provides the foundation for conventional command and control by national- and theater-level commanders and their staffs. It is designed to satisfy their information needs in the conduct of joint planning and operations. JOPES includes joint operation planning policies, procedures, and reporting structures supported by communications and ADP systems. JOPES is used to monitor, plan, and execute mobilization, deployment, employment, and sustainment activities associated with joint operations.

Joint Operation Planning and Execution System Classes of Supply.—Classification of stock numbered items into class and subclass relationships by the nature of the commodity and its intended use. An example would be class III for petroleum, oils, and lubricants, and subclass A indicating aviation use.

Joint Operation Planning and Execution Reporting System (JOPES—REP)--An automated data processing structured information reporting system which uses standard formats to record and send operation plan unique deployment planning information among commands and agencies. JOPESREP includes force requirement and routing data, force movement characteristics data, nonunit-related cargo and personnel characteristics and routing, and movement data. Although the primary purpose of JOPESREP is to support operation planning, its use in support of special studies is not precluded.

Joint Support Plan (JSP)—A plan for the reception and beddown of forces which is collectively developed by the host nation, the theater in-place sponsor, and the affected augmentation unit. The plan outlines all facets of operations at a collocated operating base to include personnel, facilities, and equipment.

Limiting Factor—A factor or condition that, either temporarily or permanently, impedes mission accomplishment. Illustrative examples are transportation network deficiencies, lack of in-place facilities, malpositioned forces or materiel, extreme climatic conditions, distance, transit or overflight rights, political conditions, etc.

Logistics Factors File (LFF)—A JOPES data file which contains standard logistics resupply and replacement personnel planning factors to be used in developing joint operation plans.

Mobility Echelon—A subordinate element of a unit that is scheduled for deployment separately from the parent unit.

Movement Schedule—A schedule developed to monitor or track a separate entity whether it is a force requirement, cargo or personnel increment, or lift asset. The schedule reflects the assignment of specific lift resources (such as an aircraft or ship) that will be used to move the personnel and cargo included in a specific movement increment. Arrival and departure times at ports of embarkation, etc., are detailed to show a flow and workload at each location. Movement schedules are detailed enough to support plan implementation. (Joint Pub 1-02)

Movement Table—As applied in this document, a table prepared by the transportation component commands (TCCs) for each force requirement and each non-unit-related personnel or cargo increment of the time-phased force and deployment data file concerning the scheduled movement from the origin or port of embarkation, intermediate location, and port of debarkation, or destination. It is based on the

estimated or planned availability of lift resources and hence is not an execution document. (See note.)

Non-unit-Related Cargo—All equipment and supplies requiring transportation to an area of operations, other than those identified as the equipment or accompanying supplies of a specific unit (such as resupply, military support for allies, and support for nonmilitary programs, such as civil relief). (Joint Pub 1-02)

Non-unit-Related Personnel—All personnel requiring transportation to or from an area of operations, other than those assigned to a specific unit (e.g., filler personnel, replacements, temporary duty/temporary additional duty (TDY/TAD) personnel, civilians, medical evacuees, and retrograde personnel. (Joint Pub 1-02)

Non-unit-Related Resupply Data—Created by applying resupply planning factors stated in pounds or gallons per person or unit type code (UTC) per day to the in-theater force by numbers of personnel or UTC respectively reflected in the time-phased force and deployment data file.

Notional Tasking—A procedure to facilitate planning among all the Services, commands, and agencies whereby operation plan forces are expressed as standard type units as described in the type unit data file disseminated by the Joint Staff; no specific units are identified.

Operation Order—As applied in this document, an order prepared by the supported commander to implement the National Command Authorities decision for the execution of an operation.

Operation Plan—Any plan, except for the Single Integrated Operational Plan (SIOP), for the conduct of military operations. Plans are prepared by Combatant Commanders in response to requirements established by the Chairman of the Joint Chiefs of Staff and by commanders of subordinate commands in response to requirements tasked by the establishing unified commander. Operation plans (OPLANs) are prepared either in the complete format of an OPLAN or as a concept plan (CONPLAN).

a. OPLAN. An operation plan for the conduct of joint operations that can be used as a basis for development of an operation order. An OPLAN identifies the forces and supplies required to execute the combatant commander's Strategic Concept and a movement schedule of these resources to the theater of operations. The forces and supplies are identified in time-phased force and deployment data (TPFDD) files. OPLANs will include all phases of the tasked operation. The plan is prepared with the appropriate annexes, appendixes, and TPFDD files as described in the JOPES manuals containing planning policies, procedures, and formats.

b. CONPLAN. An operation plan in an abbreviated format that would require considerable expansion or alteration to convert it into an OPLAN or OPORD. A CONPLAN contains the combatant commander's Strategic Concept and those annexes and appendixes deemed necessary to complete planning. Generally, detailed support requirements are not calculated and TPFDD files may or may not be prepared.

Resupply Planning—The process used to estimate materiel movement requirements which will occur during wartime operations. The results of the process are used to quantify surface and airlift transportation requirements and to evaluate the transportation feasibility of operation plans.

Resupply Planning Factors—Consumption rates (multipliers) for specified classes and subclasses of supply that are used to express wartime resupply requirements. Rates are expressed as pounds per person per day, gallons per person per day, pounds per unit type code (UTC) per day, or gallons per UTC per day. Wartime resupply planning factors do not include pre-positioned war reserve materiel (WRM) or mobility equipment deploying with a unit.

Subordinate Commander—A commander under the combatant command or operational control of

either a supported or supporting commander, normally a Service component commander or the commander of a subordinate unified command or subordinate joint task force.

Supported Commander—The commander having primary responsibility for all aspects of a task assigned in the Joint Strategic Capabilities Plan or other joint operation planning authority. In the context of joint operation planning, this term refers to the commander who prepares operation plans or orders in response to requirements of the Chairman of the Joint Chiefs of Staff.

Support Forces—Nonflying forces such as those contained in the USAF War and Mobilization Plan, Volume 3, Part 2, which normally operate in a combat area and must maintain a deployment capability. (Not to be confused with "Supporting Forces" elsewhere defined.)

Supporting Commander—A commander who provides augmentation forces or other support to a supported commander or who develops a supporting plan. Includes the designated combatant commands and Defense agencies, as appropriate.

Supporting Forces—Forces stationed in, or to be deployed to, an area of operations to provide support for the execution of an operation order. Combatant Command (command authority) of supporting forces is not passed to the supported commander. (Joint Pub 1-02)

Times—(C-, D-, M-days end at 2400 hours Universal Time (zulu time) and are assumed to be 24 hours long for planning.) The Chairman of the Joint Chiefs of Staff normally coordinates the proposed date with the commanders of the appropriate unified and specified commands, as well as any recommended changes to C-day. L-hour will be established per plan, crisis, or theater of operations and will apply to both air and surface movements. Normally, L-hour will be established to allow C-day to be a 24-hour day.

a. C-day. The unnamed day on which a deployment operation commences or is to commence. The deployment may be movement of troops, cargo, weapon systems, or a combination of these elements utilizing any or all types of transport. The letter "C" will be the only one used to denote the above. The highest command or headquarters responsible for coordinating the planning will specify the exact meaning of C-day within the aforementioned definition. The command or headquarters directly responsible for the execution of the operation, if other than the one coordinating the planning, will do so in light of the meaning specified by the highest command or headquarters coordinating the planning.

b. D-day. The unnamed day on which a particular operation commences or is to commence.

c. F-hour. The effective time of announcement by the Secretary of Defense to the Military Departments of a decision to mobilize Reserve units.

d. H-hour. The specific hour on D-day at which a particular operation commences.

e. L-hour. The specific hour on C-day at which a deployment operation commences or is to commence.

f. M-day. The term used to designate the unnamed day on which full mobilization commences or is due to commence.

g. N-day. The unnamed day an active duty unit is notified for deployment or redeployment.

h. R-day. Redployment day. The day on which redeployment of major combat, combat service, and combat service support forces begins in an operation.

i. S-day. The day the President authorizes Selected Reserve Callup (not more than 200,000).

j. T-day. The effective day coincident with Presidential declaration of National Emergency and authorization of partial mobilization (not more than 1,000,000 personnel exclusive of the 200,000 callup).

k. W-day. Declared by the National Command Authorities, W-day is associated with an adversary decision to prepare for war (unambiguous strategic warning).

Time-Phased Force and Deployment Data (TPFDD)—The JOPES data base portion of an operation

plan; it contains time-phased force data, non-unit-related cargo and personnel data, and movement data for the operation plan, including:

- a. In-place units.
- b. Units to be deployed to support the operation plan with a priority indicating the desired sequence for their arrival at the port of debarkation.
- c. Routing of forces to be deployed.
- d. Movement data associated with deploying forces.
- e. Estimates of non-unit-related cargo and personnel move-ments to be conducted concurrently with the deployment of forces.
- f. Estimate of transportation requirements that must be fulfilled by common-user lift resources as well as those requirements that can be fulfilled by assigned or attached transportation resources.

Time-Phased Force and Deployment Data (TPFDD) Refinement—For both global and regional operation plan development, the process consists of several discrete phases of time-phased force and deployment data (TPFDD) that may be conducted sequentially or concurrently, in whole or in part. These phases are Concept, Plan Development, and Review. The Plan Development Phase consists of several subphases: Forces, Logistics, and Transportation, with shortfall identification associated with each phase. The Plan Development phases are collectively referred to as TPFDD refinement. The normal TPFDD refinement process consists of sequentially refining forces, logistics (non-unit-related personnel and sustainment), and transportation data to develop a TPFDD file that supports a feasible and adequate overlapping of several refinement phases. The decision is made by the supported commander, unless otherwise directed by the Chairman of the Joint Chiefs of Staff. For global planning, refinement conferences are conducted by the Joint Staff in conjunction with US Transportation Command. TPFDD refinement is conducted in coordination with supported and supporting commanders, Services, the Joint Staff, and other supporting agencies. Commander in Chief, US Transportation Command, will normally host refinement conferences at the request of the Joint Staff or the supported commander. Also called **TPFDD refinement**.

Time-Phased Force and Deployment List (TPFDL)—Appendix 1 to Annex A of the operation plan. It identifies types and/or actual units required to support the operation plan and indicates origin and ports of debarkation or ocean area. It may also be generated as a computer listing from the time-phased force and deployment data. (Joint Pub 1-02)

Type Unit—A type of organizational entity established within the Armed Forces and uniquely identified by a five-character, alphanumeric code called a unit type code. (Joint Pub 1-02)

Type Unit Data File (TUCHA)—A file that provides standard planning data and movement characteristics for personnel, cargo, and accompanying supplies associated with type units. (Joint Pub 1-02)

Unit Designation List—A list of actual units by unit identification code designated to fulfill requirements of a force list.

Unit Identification Code—A six-character, alphanumeric code that uniquely identifies each Active, Reserve, and National Guard unit of the Armed Forces. (Joint Pub 1-02)

Unit Type Code (UTC)—A five-character, alphanumeric code that uniquely identifies each type unit of the Armed Forces. (Joint Pub 1-02)